DOCUMENT RESUME

ED 078 773 HE 004 368

AUTHOR	Freeman, Evelyn S.; Fields, Charles L.
TITLE	A Study of Black Male Professionals in Industry.
INSTITUTION	Recruiting Management Consultants, Inc., New York, N.Y.
SPONS AGENCY	Manpower Administration (DOL), Washington, D.C. Office of Research and Development.
REPORT NO	DLMA-81-36-71-07-1
PUB DATE	Mar 73
NOTE	320p.
EDRS PRICE	MF-$0.65 HC-$13.16
DESCRIPTORS	*Attitudes; *College Graduates; Employee Attitudes; Employer Attitudes; Employment; Employment Opportunities; Equal Opportunities (Jobs); *Higher Education; Manpower Utilization; Negro Attitudes; *Negroes; *Professional Personnel; Recruitment; Surveys

ABSTRACT

This study is a first attempt to investigate what happens to the black male college graduate after he enters the white business firm. Data were obtained by interview in 1971 from 500 black men employed in private industry in professional and managerial jobs in the 10 cities having the largest numbers of blacks in the labor force (excluding Washington, D.C. and Newark), using a stratified random sample design. The men were asked about their progress in the firm, their perceptions of their progress compared with white coworkers of similar background and ability, their opinions of company policies and programs for equal employment opportunity, and their relations with white subordinates, coworkers, and superiors. Information was also obtained from 61 of the white superiors to whom the black respondents reported. A technical appendix is included. (Author)

ED 078773

A STUDY OF BLACK MALE PROFESSIONALS IN INDUSTRY

U.S. DEPARTMENT OF HEALTH,
EDUCATION & WELFARE
NATIONAL INSTITUTE OF
EDUCATION
THIS DOCUMENT HAS BEEN REPRODUCED EXACTLY AS RECEIVED FROM THE PERSON OR ORGANIZATION ORIGINATING IT. POINTS OF VIEW OR OPINIONS STATED DO NOT NECESSARILY REPRESENT OFFICIAL NATIONAL INSTITUTE OF EDUCATION POSITION OR POLICY.

HE004 368

FILMED FROM BEST AVAILABLE COPY

ED 078773

A STUDY OF BLACK MALE PROFESSIONALS IN INDUSTRY

This report was prepared for the Manpower Administration, U.S. Department of Labor, under a research contract number 81-36-71-07 authorized by Title I of the Manpower Development and Training Act. Since contractors performing research under Government sponsorship are encouraged to express freely their own judgment, the report does not necessarily represent the Department's official opinion or policy. Moreover, the contractor is solely responsible for the factual accuracy of all material developed in the report.

Recruiting Management Consultants, Inc.
New York, New York
March 1973

BIBLIOGRAPHIC DATA SHEET

1. Report No. DLMA 81-36-71-07-1

2.

3. Recipient's Accession No.

4. Title and Subtitle

A Study of Black Male Professionals In Industry

5. Report Date March 1973

6.

7. Author(s)

Evelyn S. Freeman, Charles L. Fields

8. Performing Organization Rept. No. 100

9. Performing Organization Name and Address

Recruiting Management Consultants, Inc.
51 East 42nd Street - Suite 1800
New York, New York 10017

10. Project/Task/Work Unit No.

11. Contract/Grant No.

DL 81-36-71-07

12. Sponsoring Organization Name and Address

U.S. Department of Labor
Manpower Administration
Office of Research and Development
1111 20th St., N.W., Washington, D.C. 20210

13. Type of Report & Period Covered

Final

14.

15. Supplementary Notes

16. Abstracts

This study is a first attempt to investigate what happens to the black male college graduate after he enters the white business firm. Data were obtained by interview in 1971 from 500 black men employed in private industry in professional and managerial jobs in the 10 cities having the largest numbers of blacks in the labor force (excluding Washington, D.C., and Newark), using a stratified random sample design. The men were asked about their progress in the firm, their perceptions of their progress compared with white coworkers of similar background and ability, their opinions of company policies and programs for equal employment opportunity, and their relations with white subordinates, coworkers, and superiors. Information was also obtained from 61 of the white superiors to whom the black respondents reported.

17. Key Words and Document Analysis. 17a. Descriptors

Employment; Negroes; Professional personnel; Recruiting; Surveys; Attitudes

17b. Identifiers/Open-Ended Terms

Equal Employment Opportunity
Perceptions of black professionals in industry
Personnel Selection, Training, and Evaluation

17c. COSATI Field/Group

18. Availability Statement **Distribution is unlimited.**

Available from National Technical Information Service, Springfield, Virginia 22151.

19. Security Class (This Report) UNCLASSIFIED

20. Security Class (This Page) UNCLASSIFIED

21. No. of Pages 320

22. Price

THIS FORM MAY BE REPRODUCED

PREFACE

Recruiting Management Consultants, Inc. is a consulting firm that specializes in problems of equal employment opportunity. The company has nine years of experience as advisers to industry, government, and organizations in resolving problems of recruitment, selection, and retention of minorities. Many of our services involve assisting corporations in formulating policies and programs that will effectively promote equal employment opportunity.

In the past nine years, RMC, Inc. has amassed research data on more than 300,000 minority professionals with bachelor's, master's, and doctoral degrees in fifty-three academic disciplines.

This study of the experiences of black male professionals in industry is an outgrowth of the research and consulting capabilities of the company. This research was conducted by the staff of RMC, Inc. with the assistance of Dr. Edward J. Keyes who provided many valuable suggestions for the total project, and who interviewed all of the corporate managers.

Special mention must be given to the following staff members who conducted many of the interviews and who substantially contributed to the data analyses, and to this report:

David A. Scott, Director, Atlanta office
Catherine L. Cullars, Staff Consultant

Dr. Howard Rosen, Director, Office of Research, Manpower Administration, U.S. Department of Labor, is directly responsible for the initiation of this research project. We also acknowledge the assistance that we received from the following persons in the Office of Research who reviewed our initial proposal and who also provided many helpful comments and criticisms which were utilized in the conduct of the study and in the preparation of this report:

Mr. Joseph Epstein, Manpower Administration,
U.S. Department of Labor

Mrs. Ellen Sehgal, Manpower Administration,
U.S. Department of Labor

Mrs. Mary Bedell, Manpower Administration,
U.S. Department of Labor

The following persons also provided critical reviews which assisted the authors in preparing this document:

Mr. Robert Holland, McKinsey, Inc.

Dr. Stuart A. Taylor, Harvard University, Graduate
School of Business

Dr. Bernard Anderson, University of Pennsylvania
Wharton School of Finance &
Commerce

Our administrative and secretarial staff put in many long hours in typing many drafts and the final report -- for this, we sincerely thank them.

This report is being submitted by Recruiting Management

Consultants, Inc. by Evelyn S. Freeman, Executive Vice President and Project Director, and Charles L. Fields, President.

Evelyn S. Freeman

Charles L. Fields

Recruiting Management
 Consultants, Inc.
51 East 42nd Street
New York, New York

TABLE OF CONTENTS

Page

INTRODUCTION 1

SUMMARY 6

DESCRIPTION OF THE "TYPICAL" BLACK MALE PROFESSIONAL 9

GENERAL RESEARCH FINDINGS. 12
  Background Information 12
  First Industrial Work Experience 14
  Industrial Classification 15
  Functional Responsibilities 16
  Level. 18
  Present Salaries 20
  Work Relationships 21
  Employment Satisfaction 21
  Perceptions of Equal Employment Opportunity 24

VARIABLE ANALYSIS OF RESEARCH FINDINGS 28
  Academic Discipline 28
  Age 35
  Functional Area of Responsibility. 42
  Industrial Classification. 51
  Informal Association With Whites 56
  Level of Responsibility 66
  Region of Present Residence. 70
  Salary Level. 78

ANALYSIS OF RESEARCH WITH MANAGERS 86
  The "Typical" White Manager 87
  Black Professional and White Manager Response Differences 91
  Summary 93

SAMPLE COMMENTS FROM BLACK MALE PROFESSIONALS 94

SAMPLE COMMENTS FROM WHITE MANAGERS 100

OBSERVATIONS AND INTERPRETATIONS 104

RECOMMENDATIONS 124
  Industry 124
  Government 131
  Education 134
  Black Professionals 136

SUGGESTED FUTURE RESEARCH 139

TECHNICAL APPENDIX

DESCRIPTION OF RESEARCH STUDY DESIGN A-1

STATISTICAL TABLES
Table 1 - Pre-Industrial Work Experience By City
Table 2 - Degree Levels By City
Table 3 - Academic Disciplines
Table 4 - Region of Present Residence
Table 5 - Changing Residential Patterns By Geographical Region
Table 6 - Age Class Intervals
Table 7 - Work Activity By Levels of Responsibility
Table 8 - Salary Ranges
Table 9 and Chart 1 - Average Starting Salary and Present Salary By Tenure With Present Employer
Table 10 - Evaluations of Work Relationships with White Managers, Co-workers, and Subordinates
Table 11 - Attitudes and Perceptions Relative to Career Growth and Development in Present Company
Table 12 - Perceptions of Career Progress and Comparative Qualifications with Whites of Similar Backgrounds
Table 13 - Information Association with Whites
Table 14 - At Home Entertainment of Whites and At Home Entertainment by Whites
Table 15 - Perceptions of Having Responsibilities Equal to Ability
Table 16 - Plan to Remain with Company
Table 17 - Effectiveness of Equal Employment Opportunity Policies and Programs
Table 18 - General Attitude about Equal Employment Opportunity
Table 19 - Comparative Employment of Whites, Blacks and Other Minorities

CROSS TABULATIONS OF INDEPENDENT VARIABLES AND SIGNIFICANT RESPONSE DIFFERENCES
Tables CT-1 thru CT-5 - Cross Tabluation of Academic Discipline
Tables CT-6 thru CT-11 - Cross Tabulation of Age Class Intervals
Tables CT-12 thru CT-18 - Cross Tabulation of Functional Responsibility
Tables CT-19 thru CT-24 - Cross Tabulation of Industrial Classification
Tables CT-25 thru CT-31 - Cross Tabulation of Level
Tables CT-32 thru CT-40 - Cross Tabulation of Region of Present Residence
Tables CT-41 thru CT-48 - Cross Tabulation of Salary
Tables CT-49 thru CT-53 - Cross Tabulation of Degree of Casual Neighborhood Contact

CROSS TABULATIONS OF INDEPENDENT VARIABLES AND SIGNIFICANT RESPONSE DIFFERENCES (continued)

Tables CT-54 thru CT-58 - Cross Tabulation of Degree of Association with Whites in Informal Community Affairs
Tables CT-59 thru CT-62 - Cross Tabulation of Degree of Association with Whites in Formal Community Affairs
Tables CT-63 thru CT-66 - Cross Tabulation of Degree of Social/Personal Contact with Whites
Tables CT-67 thru CT-69 - Cross Tabulation of Degree of Association with Whites in Political Activity
Tables CT-70 thru CT-71 - Cross Tabulation of At Home Entertainment of/or by Whites
Table CT-72 - Summary of Cross Tabulations

MATCHED RESPONSES OF MANAGERS AND BLACKS

Table MR-1 - Evaluation of Present Informal Associations with Opposite Race
Table MR-2 - Mutual Evaluations of Working Relationships Between Managers and Black Professionals
Table MR-3 - Residential Patterns of White Managers and Black Professionals
Table MR-4 - Ratio of Blacks to Whites in Immediate Neighborhood
Table MR-5 - Informal Associations with Opposite Race during Past Year
Table MR-6 - General Attitudes of Managers and Black Professionals on Equal Opportunity

EXHIBITS

Exhibit 1 - Stratified Sample Design for Black Male Professionals
Exhibit 2 - Sample Design for Managers
Exhibit 3 - Introductory Letter to Black Male Professionals
Exhibit 4 - Standard Questionnaire for Black Male Professionals
Exhibit 5 - Introductory Letter to Managers
Exhibit 6 - Standard Questionnaire for Managers
Exhibit 7 - Ratio of Blacks Employed in Managerial and Professional Positions for Twenty-one Industries (1966-1969)

INTRODUCTION

During the 1960's, blacks made respectable gains in white collar and operative jobs. The result was that the disparity in the aggregate job status of blacks relative to whites declined somewhat. Blacks are slowly approaching parity with whites on clerical jobs and have surpassed whites in the operative and service worker categories.

Two white collar occupational groups still show wide distributive disparity: "Professional, technical and kindred" and "Managers, officials, and proprietors." Only 9.1 percent of all blacks held positions in the former category, and 3.5 percent of all blacks held positions in the latter category, as reported by the Department of Labor in 1970. These statistics may be compared with 1970 data on whites, 14.8 percent of whom held professional, technical, and kindred jobs, and 11.4% were managers, officials and proprietors. This suggests that blacks are continuing to suffer from underutilization in management and executive positions in the major corporations of the nation.

This pattern has important implications for the future of blacks in the American economy. First, the increasing concentration of blacks in operative and service jobs increases their exposure to unemployment through fluctuations in economic activity and the incidence of technological change.

The 1970 unemployment rate for blue collar workers was 6.8 percent, as opposed to an unemployment rate of 2.8 percent for white collar workers. Secondly, the economy of the entire country benefits from the full and productive utilization of all of its citizens. Underemployment of blacks at all levels, from entry-level to managerial, is a tremendous cost to the country, in addition to affecting the total economic picture of a significant segment of the population. Finally, the failure to promote significant numbers of blacks to executive and managerial positions adds to the problem of narrowing the dollar income gap between the black and white communities. Median income comparisons reveal that this gap has widened during the sixties in spite of the fact that blacks and other minorities have experienced a greater rate of increase. In 1960, this gap was $2,602 (median incomes being $5,835 for whites and $3,233 for blacks and others); in 1969 the difference widened to $3,603 (median incomes for whites was $9,794, and blacks and others was $6,191), according to Current Population Report, Series P-60, No. 59 of the Department of Commerce.

The appearance of black professionals in major corporations resulted from a wide range of societal forces that began with the economic pressure of blacks in the fifties seeking to remove legal barriers that resulted in overt racial discrimination in education, housing, public accommodations, and employment.

Although some equal employment activities were initiated in the 1950's, major corporations were directly challenged to end overt discrimination by Executive Order 10925 which was signed by the late President John F. Kennedy in 1961. This order related to the compliance of corporations to non-discriminatory employment practices, and led to the voluntary movement by corporations to form "Plans For Progress" as an adjunct to the then President's Committee on Equal Employment. This move was followed by Congress passing the Civil Rights Act which became law in 1965. Under Title VII of this act, the Equal Employment Opportunity Commission was established to oversee compliance to the non-discriminatory employment provisions of the act.

The black professional's entry into corporate life was not automatic with the passage of these laws. Most blacks began in staff positions, lower-level technical, or sales positions. Few blacks, in the past or now, were hired for positions within the general management structure of major corporations.

In 1972, blacks still have very few examples of real progress into executive and managerial positions. Many problems remain to be resolved if our society is to benefit by the fullest and most productive economic utilization of all of its black and other minority citizens. This research explores one part of the overall problem of black economic development, and offers a program for surmounting some of the roadblocks to equal opportunity.

This research was initiated in January 1971 to get a current assessment of the experiences and achievements of black male professionals in industry. Black professionals were chosen because every statistical study has revealed a smaller proportion of blacks in professional and managerial positions than in any other single industrial occupational category.

Most previous research and current research focused upon the problem of equal employment opportunity from the viewpoint of industry, or from the viewpoint of the "hard-core" unemployed. This study is the first comprehensive analysis of the experiences of black male professionals in major corporations. The specific research objectives were as follows:

(1) To review, from the point of view of career growth, the careers of 500 black male professionals who have industrial experience

(2) To analyze the qualitative and quantitative progress made by these black professionals and their attitudes toward the industrial system

(3) To assess the perceptions of and attitudes toward black professionals held by industrial management

The interviews with black male professionals were conducted from April to September 1971 by blacks who are on the staff of Recruiting Management Consultants, Inc. Dr. Edward J. Keyes, a white psychologist, interviewed all of the managers during the period June to September 1971. All interviews were conducted in person using a standard questionnaire which was designed by the authors with assistance from Dr. Edward J. Keyes, and staff of the Office of Research, Manpower Administration, U.S. Department of Labor. Interviews were conducted in ten major metropolitan cities that are centers of industrial employment having substantial black populations. A stratified sample design was used which incorporated the percentage of non-whites in the civilian labor force in each of the ten cities, and the percentage of non-whites represented in nine enterprise classifications in the labor force of each city.

SUMMARY

This research study of the experiences of 500 black male professionals in industry reveals that while slightly more than half express satisfaction with their career progress to date, almost 60 percent believe that they do not have an equal opportunity with whites. A disparity in career growth and development patterns between black and white professionals is particularly noted with respect to promotions. Corporate management is generally viewed as lacking a commitment to provide equal opportunity and 64 percent of these men believe that existing policies and affirmative action programs are not effective in their design and implementation. Approximately 50 percent pessimistically view the future for blacks in industry, believing that lower and middle management attitudes will not substantially change. They see no sign of top management doing anything more than signing policy statements and maintaining a "laissez-faire" attitude. Approximately 42 percent, however, have a degree of optimism about the future for black professionals in industry, although only 20 percent presently believe that corporate equal employment opportunity policies or programs are effective, and 25 percent think that they do have an equal opportunity with whites in their companies.

Blacks in engineering generally believe that they do not have an equal opportunity with whites to a greater extent than blacks in the other disciplinary groups (75.6%). Young blacks, particularly those under 25, are somewhat more disillusioned and are more pessimistic about the future for black professionals than older blacks.

Fifty percent of these men are employed in manufacturing industries. These men indicate the lowest percentage of satisfaction (43.3%) with career growth of the six industrial classifications. Black in finance and service industries expressed proportionately more positive and favorable attitudes toward their career progress (66 percent and 60 percent, respectively). It was also observed that blacks in lower level professional positions are less satisfied than blacks who are in supervisory or manager positions (46%).

Responses varied extensively between blacks in the six regions covering ten cities in which interviews were conducted. Blacks in the West-South-Central region which was reperesented by Houston, Texas, are generally more negative and disillusioned than any of the others. Blacks in the West-North-Central region, represented by St. Louis, Missouri, expressed more positive and optimistic attitudes than did blacks in other regional areas.

White managers were reluctant to participate in the study to relate their own attitudes and experiences with black male professionals. It was clear from the small number of usable interviews with managers that they had very few contacts with blacks in early life, and that this pattern had not substantially changed in adulthood. The perceptions of managers and the blacks whom they supervise on equal opportunity being available for blacks, and the effectiveness of existing corporate policies and programs in this area differ substantially. Due in part to limited exposure, managers seem to be unaware of many of the problems that blacks face in industry and also how to effectively resolve these problems when directly faced with them.

DESCRIPTION OF THE "TYPICAL" BLACK MALE PROFESSIONAL

This study of the careers and attitudes of 500 black men employed in professional positions in industry in ten major cities is primarily concerned with their career growth and development patterns, and their evaluations of their industrial work experience. A description of the background and characteristics of the men and their jobs, based upon the "typical" or the distribution of their responses to questions asked in personal interviews in the spring and summer of 1971, is one vantage point.

The "typical" black male professional in industry is in his early thirties, is married, has two children, and lives in a major metropolitan area. He grew up in an integrated neighborhood of a large city, and attended a segregated elementary school and at least a partially integrated high school. He has a bachelor's degree in Business or a related specialty from a predominantly white college or university.

He entered industry directly after college graduation or completion of military service, and has 6-1/2 years of industrial work experience. Currently, he is working in a staff position as a lawyer, purchasing agent, or other service function earning an average annual salary of approximately $15,000. Since his wife is also working on a full-time basis in a job that pays $8,500 on the average, his family income is approximately $23,500.

He is employed by a major corporation in a manufacturing industry and works in a department where there is only one other black.

Generally, he evaluates his working relationship with his white co-workers, subordinates, and manager as average or better. He rates his qualifications for the job in terms of education, ability, and experience as equal to the qualifications of whites with whom he works in similar jobs. To a lesser extent, he feels that his progress in terms of promotions has been equal to that of whites with similar qualifications in the company.

He feels that his work responsibilities are at least equal to his abilities, and is guardedly satisfied with his career progress to date. Currently, he is planning to remain with his present company, feeling that he may be able to satisfy some of his aspirational goals where he is, at least up to a certain level.

Although working for a company that has both policies and programs relating to equal employment opportunity, he believes that these programs are not effective. Further, he tends to be pessimistic about the future availability of equal employment opportunity for black professionals in industry.

The black professional's reservations about equal opportunity for career growth in industry is a serious issue facing our society today. From our research, an analysis was made of the problems encountered by black professionals, which pointed to programmatic changes that are needed if we are to realize equal employment opportunity as more than a principle.

GENERAL RESEARCH FINDINGS

Background Information

The sample was composed of 500 black male professionals who held professional positions in industry for at least one year. Educationally, 68.4% of the sample held only a Bachelor's degree, 28.4% held graduate degrees, and 3.2% had attended college, but had not received a degree. Table 2 shows the educational composition of the sample by degree level and city.

On both the undergraduate and graduate levels more men attended traditionally white colleges and universities than traditionally black colleges and universities. Thirty percent graduated in the top one third of their class and fifty percent earned a grade point average equivalent to B or better.

TABLE I

UNDERGRADUATE AND GRADUATE COLLEGE/UNIVERSITY ATTENDED

	TRADITIONALLY BLACK	TRADITIONALLY WHITE
UNDERGRADUATE	45%	55%
GRADUATE	13%	87%

These men are relatively young with approximately 66 percent being 34 or younger. Approximately 74 percent of the group is married, and 57 percent of the married men have wives who are employed.

On a regional basis, most of the men presently reside in the same geographical region where they lived in adolescence. They were predominantly residing in cities of 100,000+ population. Most of them lived in neighborhoods which were integrated, and they had some white friends in early life and adolescence.

Most of these men now live within the city limits of the ten metropolitan areas that were surveyed, as opposed to living in suburban areas. They have some informal associations with whites on a personal-social basis as well as associations in informal and formal community affairs. These associations are usually with whites in non-industrial fields of work. Very few presently live in residential areas that are not integrated to some extent.

Most of the group entered industry without any previous work experience. Of those who had previous experience, most came from government, and a smaller percentage from education.

First Industrial Work Experience

Their first industrial job was the result of self-referral for most of these men, with only a small percentage coming into industry as a result of college recruitment. Successive industrial jobs were also obtained primarily through self-referral.

Two-thirds of the men reported receiving at least one formal appraisal on their first industrial job. Of those who reported an appraisal, 66 percent felt that the appraisal was objective, and remaining 34 percent felt that their appraisal was based upon subjective and personal factors rather than being a critical evaluation of their work.

Current Industrial Employment

Industrial Classification

The largest single concentration of these men is in manufacturing industries, as illustrated in the following table showing the industrial classifications.

TABLE II

INDUSTRIAL CLASSIFICATIONS

INDUSTRIAL CLASSIFICATION	SIC CODES	NUMBER	PERCENT (%)
Contract construction	15-17	7	1.4
Manufacturing	19-39	208	41.6
Transportation, communication, electric, gas, & sanitary services	40-49	55	11.0
Wholesale & Retail Trade	50-59	77	15.4
Finance, insurance, & real estate	60-69	63	12.6
Services	70-89	90	18.0
TOTAL		500	100(%)

Functional Responsibilities

In order to classify the work activities of the group, the ten functional areas of responsibility were utilized. These ten areas are defined as follows:

1. Directorate - Represents ownership--owner, partner, member of Board of Directors.
2. General Management - Responsibility for all aspects of a given department or unit of an organization--department manager, division manager.
3. Manufacturing - Responsibility for making the product--production, engineering, quality control.
4. Marketing - Responsibility for selling one product--marketing plans, distribution, field sales.
5. Finance - Responsibility for capital; utilization of money--treasurer, credit management.
6. Management Accounting - Responsibility for keeping track of resources and how they are used--controller, budget, cost control.
7. Research - Responsibility for scientific or technical improvements of existing products and creation of new concepts and products.
8. Development - Responsibility for developing new or expanding business activities such as acquisitions, mergers, or new enterprises.
9. Analysis - Responsibility for evaluating results and methods of work to be used in setting objectives and planning.
10. Services - Activities which support all functions of management; generally considered administration--personnel, legal, public relations.

Table III gives the distribution of our sample group in these ten functional areas.

TABLE III

FUNCTIONAL RESPONSIBILITIES

CATEGORY	NUMBER	PERCENT (%)
Ownership/Directorate	3	.60
General Management	42	8.40
Finance	51	10.20
Manufacturing	19	3.80
Marketing	111	22.20
Management Accounting	27	5.40
Research	22	4.40
Development	6	1.20
Services	193	38.60
Analysis	13	2.60
Other (not classified)	13	2.60
TOTAL	500	100.00(%)

Level

The 500 men were also classified in terms of level. The definitions utilized in classifying by level were as follows:

Technical Specialist - Duties related to the actual conduct of the work activity in a given specialized area.

Manages workers - Duties relate to directly supervising others who perform the actual work activity in a given specialized area.

Manages managers - Duties relate to directly supervising a group of persons (more than one) who are individually responsible for a given specialized area; responsibilities cover all of these areas.

The distribution of the sample by level is given in Table 7 of the Technical Appendix. Most of these men do not have supervisory or managerial responsibility, and they are in staff, rather than line positions. Sixty-four percent are in staff positions, and 36 percent are in line positions. The largest single group (26%) is composed of black men functionining as technical specialists in a staff position in a service area. Table IV which follows describes the group jointly by level and functional responsibility.

TABLE IV

FUNCTIONAL RESPONSIBILITY AND LEVEL OF RESPONSIBILITY

FUNCTIONAL RESPONSIBILITY	LEVEL (% of total)						
	TECHNICAL SPECIALIST		MANAGES WORKERS		MANAGES MANAGERS		TOTALS
	#	%	#	%	#	%	
Ownership/Directorate	0	------	0	------	3	15.0	3
General Management	0	------	37	32.7	5	25.0	42
Finance	38	10.7	11	9.7	2	10.0	51
Manufacturing	17	4.8	2	1.7	0	------	19
Marketing	97	27.4	14	12.4	0	------	111
Management Accounting	24	6.8	3	2.7	0	------	27
Research	20	5.7	2	1.7	0	------	22
Development	4	1.1	1	1.0	1	5.0	6
Services	142	40.1	42	37.1	9	45.0	193
Analysis	12	3.4	1	1.0	0	------	13
TOTAL	354	100.0%	113	100.0%	20	100.0%	487

N = 487

Present Salaries

Tables 8 and 9 in the Technical Appendix illustrate the present salaries for these men, and starting salaries compared to present salaries. The average current salary for the group, which has an average of 6 1/2 years of industrial experience is $15,883; slightly more than 60 percent of the total group presently earn less than $15,999.

Comparing median figures, we find that that the median length of industrial work experience is 5 1/2 years at a median salary of $14,389. The question that will inevitably be asked is this: Are the earnings of these black men comparable to whites in industry with equivalent backgrounds and experience? Data to make a definite comparison between these blacks and their white counterparts is not available. Comparisons may be made, however, utilizing median income data by race and educational levels.

According to the Current Population Reports, Series P-60 of the Census Report appearing in Table 508 of the 1971 Statistical Abstract of the United States, the median income for black families with four years or more of college in 1969 was $13,682 and for white families, the median income was $14,685. On the reasonable assumption that median incomes for both black and white families in 1971 would be at least 10 percent higher than in 1969, the median income for blacks would be approximately $15,050, and the median income for whites would approximately be $16,154. If the men in this study are assumed to be typical, the data suggests that their median income of $14,389 is $1,765 lower than whites with four or more years of college education (an 11% difference). Many factors such as age and length of experience are not considered in these assumptions, and these may contribute to the 11 percent difference noted.

Work Relationships

The working relationships between blacks and whites are evaluated as average or better. Where problems are noted, the most frequently mentioned is that of experiencing some resentment on the part of white co-workers and subordinates. Those blacks who cited problems with their managers felt that they were isolated, or that the manager had very little interest in their career growth.

Employment Satisfaction

Half of the group is guardedly satisfied with their career growth to date. Satisfaction was expressed in comments such as "So far, it's okay"; and "I'm giving them some more time to see what will happen." Thirty-five percent are not satisfied, and eight percent would not commit themselves to a definite yes or no response.

Some of the dissatisfaction is related to feelings that as blacks, they do not have an equal opportunity with whites in the company. Fifty-nine percent feel that they do not, and 16 percent are unsure about having an equal opportunity. Only 24.5 percent express a positive feeling about equal opportunity.

Most of those who stated that they felt that equal opportunity did not exist also said that they would probably not be able to fulfill their aspirations in their present companies. Forty-five percent, however, expect to achieve their career aspirations and thirty-three percent do not. Some of those who felt that their aspirations could be achieved, conditioned their response by saying that blacks had an opportunity to be promoted up to certain corporate levels, but beyond these, advancement opportunity would probably not be available. Over two-fifths of these blacks believe that their career progress has been equal to that of whites with whom they work. Approximately one-third feel that their progress has been less, and one-fifth perceive greater career progress. These perceptions take on more meaning when considered along with perceptions of comparative qualifications of blacks and whites who work together. Fifty-eight percent of the men feel that their education, ability, work experience is equal to that of the whites with whom they work.

Approximately 37 percent feel that they are comparatively better qualified, and 19 percent feel that they are comparatively less qualified than the whites with whom they work. Specific data on these variables is shown in Tables 11 and 12 of the Technical Appendix.

Fifty-eight percent of these men state that they are equally qualified to the whites with whom they work but only 45 percent feel that their career progress has been equal. Thirty-seven percent feel that their qualifications are better than their white co-workers, but only twenty-two percent approximately see their career progress as greater than that of their white co-workers. A perceptual disparity apparently exists between "assessed qualifications" and "assessed career progress." Whether an objective outsider would come to similar conclusions or not, it is significant that some of these men work in environments in which they perceive and strongly believe the existence of this kind of disparity. Such an attitude may, and probably does, affect their general achievement of job satisfaction.

Somewhat more than 50 percent of these men believe that their present job responsibilities are equal to their abilities. The concept of work equaling abilities was interpreted as not exceeding their abilities. Comments given in response to this question indicated that they were capable of handling more challenging responsibilities. Almost one-fourth felt that their present responsibilities were definitely below their perceived level of ability, and one-fifth expressed feelings that while some assignments were challenging, and met their ability level, such was not generally characteristic of their responsibilities.

For varied reasons, 45 percent of these men plan to remain with their present companies, at least for the near future, and 27 percent presently plan to leave. The remainder are undecided about their plans for the future in this respect. Of those who presently plan to leave their company, 35 percent indicate a preference for self-employment, and 60 percent would seek employment with another corporation upon leaving.

Perceptions of Equal Employment Opportunity

Most of these men are aware of corporate policies that deal with equal employment opportunity. More than half are also aware of corporate affirmative action programs that exist in support of equal opportunity policies. Very few blacks (20%), however, think that corporate equal employment opportunity policies and programs are effective. Even those who believe that corporate policies and programs are effective, put their answer in the context that their companies were not doing enough. It was frequently mentioned that the emphasis of most corporations was one of "bringing blacks in at the bottom" and not one of "equal promotion of blacks already hired."

Fifty percent of these men have some degree of pessimism about the expansion of equal employment opportunity for black professionals in industry in general; 41.8 percent have a degree of optimism, with 7.7 percent expressing neutrality. Table 18 illustrates the range of opinions expressed.

Some of the comments given assist in understanding this range of attitude. The typical pessimistic response related to an opinion that "whitey just won't change" or that "blacks may move up, but only if they are better than, never because they are equal to whites." The typical optimistic response related to feeling that "companies will have to react to the pressure to promote blacks," or that "the man can't hold us down forever."

While 97 percent of the 500 men interviewed are presently in industry, three percent had previously left the industrial sector to begin their own businesses, or to accept positions in government, community agencies, or education. All of the men who had left their corporate jobs were very pessimistic about equal opportunity in industry and felt that their present employment was more personally rewarding than their industrial work experience.

The authors recognize that many of these research findings may also be applicable to other minorities and to whites. A man may feel dissatisfied or become disillusioned for many reasons other than those relating to a minority racial identification. This research primarily describes the feelings and attitudes of 500 black male professionals in industry who are assumed to be typical of the total population of blacks in professional and managerial positions in major corporations. No experimental evidence exists to confirm that the attitudes expressed by these men is the same as, or different from, whites with comparable backgrounds and in comparable positions.

VARIABLE ANALYSIS OF RESEARCH FINDINGS

It is not sufficient to state the blacks as a whole have certain opinions, attitudes, and perceptions of their industrial work experience. In order to understand the viewpoints that were expressed, eight variables were analyzed to determine their relationship to the responses that were given. The eight variables selected for analysis were as follows:

1) Academic Discipline
2) Age
3) Functional Level of Responsibility
4) Industrial Classification
5) Informal Association with Whites
6) Level of Responsibility
7) Region of Present Residence
8) Salary Level

These eight variables were tested against responses to sixteen questions covering attitudes, perceptions, experiences on the present industrial job. The Chi Square statistic was chosen to test for the independence of two variables on the basis of the research data. The five percent level of significance was the minimum criteria used to establish the existence of any definite relationship between responses given and the variables chosen. Only those responses which were found to be statistically related to the eight variables are described in this analysis.

Academic Discipline

Table 3 of the Technical Appendix shows the distribution of the sample group by academic discipline. The groups were as follows: Science, Engineering, Graduate Business (M.B.A.'s), Law, Business and Related (Bachelors), Other Disciplines, and No Degree.

Science. Approximately 63 percent of those in Science feel that they do not have equal opportunity with whites, and 51.4 percent feel that their career aspirations cannot be met in their present companies. Forty percent on the other hand, feel that their career aspirations are achievable, and 17.1 percent feel that they do have equal opportunity with whites.

Some of their attitudes may stem from their perception of being better qualified educationally than the whites with whom they work, but having only equal or often less career progress. Fifty-four percent see their education as better than that of whites and 43 percent see their education as equal. Only 37 percent of them plan to remain with their present company, 23 percent plan to leave, and 40 percent are unsure about remaining. Fewer men in Science are optimistic (35%) about equal opportunity in general for black professionals than any other group, except M.B.A.'s and lawyers. Approximately 57 percent have some degree of pessimism concerning equal employment opportunity.

Engineering. More than 75 percent of the Engineers believe that they do not have equal opportunity with whites, although 54 percant evaluate themselves as being well qualified, and 42 percent see themselves as better qualified than whites with whom they work, on an educational standard. Approximately one third are doubtful that they can achieve their career aspirations in their present companies and 36 percent feel that their goals are achievable. Fewer indicated plans to remain where they are presently working than any of the other academic groups (31%). Twenty-eight percent definitely plan to leave, and 41 percent are unsure. They do not think that corporate equal employment opportunity policies and programs are effective, but have a higher percentage of optimism about equal opportunity for black professionals in industry than any of the others (48.8%). Slightly more than half are pessimistic, and none are neutral.

Graduate Business (M.B.A.'s). Two thirds of the M.B.A.'s state that they do not have an equal opportunity with whites, and more than one third feel that they can not achieve their career aspirations in their present companies. Seventeen percent feel that they do have an equal opportunity with whites, and 31 percent are confident that their aspirations can be achieved in their present companies. In comparative evaluations using an educational standard, 62 percent rate themselves as better qualified than their white co-workers, and 38 percent rate themselves as equally qualified. M.B.A.'s are more likely than any of the other groups to be planning to leave their present companies (40%). Although 37 percent do plan to remain, they assert that corporate policies and programs relating to equal employment opportunity are not effective, and they are more generally pessimistic about equal employment opportunity for black professionals in industry than any group other than lawyers (61%). Twenty-nine percent are optimistic to some degree, and 10 percent are neutral.

Law. In many respects, the black lawyers interviewed related more positive industrial experiences than many of the others. As a group, more (48%) beleive that they have an equal opportunity with whites to advance than believe the contrary (26%). Concomitantly, they are also more likely than any other group to believe that their aspirations can be achieved in their present companies (54%), and 52 percent plan to remain where they are presently working. Only 27 percent feel that their career aspirations cannot be achieved in their present company, and 14 percent definitely do not plan to remain, while 33 percent are unsure. None of the lawyers rate themselves as less qualified than the whites with whom they work on an educational standard, with 42 percent evaluating themselves as better qualified, and 58 percent as equally qualified.

Sixty-three percent have some degree of pessimism about equal employment opportunity for black professionals in industry and only one third are optimistic to any extent. In fact, lawyers are more generally pessimistic about equal employment opportunity than any other group, in spite of being positive about their own experiences.

Other Disciplines. This category is primarily composed of blacks with liberal arts degress and technical degrees outside of engineering. Their positions are mainly in sales, administration, personnel, programming, and lower level management.

Thirty-one percent believe that they have an equal opportunity with whites in their companies, and 56 percent believe that they do not. In spite of these perceptions of inequality of opportunity, 53.6% believe that some of their aspirations can be achieved and 56 percent plan to remain with their present companies. Twenty-eight percent feel that their career aspirations will not be met in their present company, and 19 percent plan to leave. Only one fourth of the men in this group believe that they are more qualified educationally than whites with whom they work, but 56 percent see themselves as equally well qualified in terms of education. Nearly half (46.5%) have some degree of optimism about equal employment opportunity for black professionals, and an equal proportion are pessimistic.

Business and Related (Bachelor's). This group is composed of blacks with a bachelor's degree in Accounting, Business Administration, or Economics. They are presently employed in professional positions at the lower levels in positions in personnel, sales, and service areas such as distribution, purchasing, and transportation.

Only 18 percent of these men feel that they have an equal opportunity with whites, and 61 percent say that they do not have equal opportunity with whites in their companies. This group is second only to blacks in scientific fields in terms of the proportion who believe career aspirations can not be met in their present companies (36.8%), although 41 percent feel that their aspirations are achievable. Sixty-three percent perceive themselves better qualified. They are almost equally divided in terms of planning to remain with their present companies (37% - yes; 35.6% - no). Most of these men believe that their present companies do not have effective equal employment opportunity policies and programs. Approximately 53 percent are pessimistic to some degree with respect to equal employment opportunity for black professionals in industry and 38 percent have some degree of optimism.

No Degree. This was a small group of sixteen men who held professional positions but had not graduated from college. The majority of these men were in sales, with only two in administrative positions.

Even though two thirds of these men believe that they do not have an equal opportunity with whites, exactly 50 percent expect that their career aspirations will be achieved in their present company. Twenty-seven percent think that they do have an equal opportunity with whites in their company.

Probably because they did not obtain a college degree, only 25 percent feel more educationally qualified than the whites with whom they work but 56 percent see themselves as equally well qualified on an educational standard. Two thirds of these men plan to remain with their present company for the present, and only one fifth definitely plan to leave. While only 25 percent say that their corporate equal employment opportunity policies and programs are effective, as a group, they are less pessimistic (38%) than any of the others, and 38 percent are optimistic on the issue of equal employment opportunity for black professionals in general. Interestingly, they are also the most "neutral" on this issue, with 25 percent expressing neither an optimistic nor a pessimistic viewpoint on equal employment opportunity.

Summary. Academic discipline and achievement, at least as these blacks were broadly classified, affect perceptions of the industrial work experience in many areas. Blacks in scientific and engineering fields along with M.B.A.'s tend to relate more negative feelings than do blacks in the other groups. Those in law and those without a degree are relatively more positive about their experiences and attitudes, but still pessimistic about equal employment opportunity for black professionals in industry in general.

Age

Six age categories were used to categorize the group of 500 black men. These were under 25, 25-29, 30-34, 35-39, 40-49, and 50+.

Under 25 Age Group. Those under 25 have the lowest percentage of excellent evaluations of their working relationship with their white co-workers (17.9%). The largest single concentration of evaluations are "Average" (43.6%). Thirty-three percent are evaluated as "Above Average" and 5.2 percent as "Poor."

They are more likely than the others to believe that their career aspirations cannot be achieved in their present companies (48.7%) and the most likely group to plan to leave their present companies (48.7%). Twenty-one percent evaluate themselves as having more experience than the whites with whom they work; 66 percent see themselves as equally experienced, and 13 percent think that they have less experience than the whites with whom they work. Almost 75 percent of this group believe that their corporate policies and programs on equal employment for blacks are not effective and only 37.5 percent are optimistic about equal employment opportunity. These younger blacks are more unreservedly pessimistic about equal employment opportunity than any of the other age groups, with 37.5 percent expressing a definitely pessimistic viewpoint and only 10 percent expressing a definitely optimistic viewpoint.

25-29 Age Group. Those blacks in this age category are very similar to those under 25 with respect to evaluations of white co-worker relationships. Twenty-one percent think that these relationships are "Excellent", 32 percent - "Above Average"; 40 percent - "Average"; and 6.2 percent - "Poor". With respect to achieving their career aspirations where they are presently employed, they are almost equally divided with 39.5 percent saying that they can and 38 percent saying that they cannot. Almost 25 percent see their work experience as better than that of their white co-workers; 64 percent rate themselves "as well" qualified by experience; and 12 percent feel that they are less qualified on an experience standard. They are only surpassed by the under 25 age group in planning to leave their present companies (39%), although 35 percent do plan to remain and 26 percent are presently undecided. Only 13 percent believe that their corporation's policies and programs relating to equal employment opportunity are effective, and 70 percent believe that they are not. While 37 percent of these men have a degree of optimism concerning equal employment opportunity for black professionals in general, 56.4 percent are pessimistic to some extent.

30-34 Age Group. These blacks evaluate white co-worker relationships slightly more positively than do those under 30. Twenty-six percent are evaluated as "Excellent," 39 percent are evaluated as "Above Average" and 34 percent as "Average." Again, there is almost an even division with respect to achieving career aspirations at the present company with 40 percent believing that they can and 38 percent believing that they cannot.

On an experience standard, comparing themselves to whites with whom they work, 35 percent see themselves as having more experience, 54 percent as being equally well experienced, and 11 percent as having less experience. There is an increase over young blacks (those under 30) in those planning to remain with their present companies in the near future, with 40 percent planning to remain and 28 percent planning to leave their present company. Although we find slightly more blacks in this age group stating that their corporations have effective equal opportunity policies and programs than was true for younger blacks (19%), 39 percent believe that these policies and programs are not effective. In projecting the progress of equal employment opportunity for black professionals in industry, these men are as generally pessimistic as the younger group (52.6%) and only 39 percent have any degree of optimism.

35-39 Age Group. At this age group, we note a marked increase in the percentage who evaluate white co-worker and subordinate work relationships as "Excellent" (33%) and "Above Average" (38%). Also at this age group, we find 52 percent feeling that their career aspirations may be achieved in their present companies, and 51 percent who plan to remain with their present companies. On the other hand, 28 percent feel that they cannot achieve their career aspirations in their present companies and 20 percent are unsure. Eighteen percent definitely plan to leave the corporation, and 32 percent are undecided on this issue. In our opinion, the differences noted between this age category and younger men, may be a function of age and the realization that career options may not be as great as they are for younger men. On an experience standard, 28 percent do, however, see themselves as more qualified than the whites with whom they work, 58 percent feel equally well qualified, and 13 percent evaluate themselves as less qualified on this standard.

Although 22 percent believe that corporate policies and programs in equal employment opportunity are effective, 56 percent believe that their corporation's equal employment opportunity policies and programs are not effective. There is no clear-cut consensus, however, with respect to projecting progress in equal opportunity for black professionals in industry. Approximately 43 percent have some degree of optimism, and 47 percent have some degree of pessimism.

40-49 Age Group. Blacks in this age category do not differ significantly from those 35-39 in terms of evaluating white co-worker and subordinate work relationships. The majority of these are rated as "Excellent" or "Above Average," and none are "Poor." Sixty-three percent think that they can achieve their career aspirations in their present companies, and 69 percent plan to remain with their present companies.

Ten percent, however, think that they cannot achieve their career aspirations in their present companies, and ten percent plan to leave their present companies.

Interestingly, 53 percent of these men aged 40-49 think that they have more experience than the whites with whom they worked. Forty-four percent feel equally well experienced and only 32 percent think that they have less experience. This seems to point to a pattern of underutilization if their perceptions may be assumed to be accurate.

Fifty-three percent of the men in this age category also believe that corporate equal opportunity programs and policies are not effective, although 36 percent believe that these policies and programs are effective. It is this age group that has slightly more men who are optimistic than pessimistic (48.5% optimistic and 46.9% pessimistic).

50+ Age Group. White co-worker work relationships are evaluated as excellent by 50 percent of the blacks over 50. The remainder are "Above Average" or "Average" and none are evaluated as "Poor." Approximately 71 percent believe that their career aspirations can be achieved in their present companies, and 88 percent plan to continue with their present company. Only 19 percent think that their career aspirations can not be achieved, and four percent plan to leave their present company.

The proportion who rate themselves as better qualified than whites by experience, drops considerably from the previous age group (40-49), but 25 percent do think that they are better qualified by experience and 63 percent feel equally well qualified. Almost 63 percent of these men believe that corporate equal employment policies and programs are not effective, exceeding those in two age groups -- 35-39 and 40-49. One third believe that they are effective. Nevertheless, 71 percent have some optimism about equal employment opportunity for black professionals, and only 25 percent indicate a degree of pessimism.

Summary. The younger black whom industry must attract, develop and retain is more disillusioned and pessimistic about his experience in industry to date than are older blacks. They see nothing in the future to cause them to believe that their opportunities will be substantially "more equal" than those afforded to blacks who were earlier entrants into industry.

Older blacks realize the limitations placed upon their ascension up the corporate ladder. While they recognize the existing problems, they are more inclined to believe that the system will provide the "newer black entrants" with more opportunity for career growth.

Functional Area of Responsibility

The ten functional areas of responsibility were defined on page 16. Briefly, they were Directorate, General Management, Finance, Manufacturing, Marketing, Management Accounting, Research, Development, Services, and Analysis.

Services. Black men in this functional work area report more excellent work relationships with their managers (48%). More than 50 percent of these men are satisfied with their career progress to date, and 50 percent also believe that their aspirations can be achieved in their present companies. Approximately one third are not satisfied with their career progress to date, and 29 percent feel that they cannot achieve their career aspirations in their present company. Approximately 23 percent evaluate their experience as greater than that of whites with whom they work, and an equal number (23%) feel that their career progress has been greater. Sixty-five percent evaluate their experience as equal to that of whites, however only 41 percent evaluate their career progress as equal to that of whites. Only 12 percent see their experience as less than that of whites with whom they work, but 36 percent feel that their career progress has been less. It appears that some of these men perceive a disparity between their experience and their rate of career growth compared to whites. These attitudes have apparently not dimmed their outlook for the future. Slightly more than 50 percent plan to remain with their present companies in the near future, and approximately 21 percent plan to leave. Exactly 50 percent have a degree of optimism about equal employment opportunity for black professionals in industry, and 45.2 percent have a degree of pessimism.

Marketing. Blacks in Marketing evaluate their working relationships with their managers and with white subordinates as good. Approximately 68 percent are evaluated as "Above Average" or "Excellent." Almost sixty percent indicate satisfaction with their career growth to date and 32 percent are not satisfied. Although 45 percent feel that their aspirations can be achieved in their present company, 28 percent believe that they cannot do this, and 27 percent are unsure. Similarly to blacks in Service positions, blacks in Marketing see a disparity between their experience and their career progress compared to their white co-workers. Thirty-five percent evaluate their experience as greater than that of their white co-workers, however only 19 percent evaluate their career progress as greater. Approximately 59 percent see their experience as equal to that of whites with whom they work, however only 51 percent view their career progress as equal. Only seven percent see their work experience as less than that of their white co-workers, however 30 percent view their career progress as less.

for black professionals in industry. Only 27.4 percent have any degree of optimism about equal opportunity and 70.6 percent are pessimistic.

General Management and Directors. In contrast to blacks in Finance, those blacks in General Management and those who are Directors are the most positive about their industrial experiences. They have more favorable work relationships with managers and white subordinates than blacks in other groups. In the Management group, 40 percent rated their manager relationship as "Excellent," 36 percent as Average" and 14 percent as "Average." Substantially more of these blacks are satisfied with their career progress (67%) than are dissatisfied (28%). Two thirds of the men in General Management believe that their aspirations can be achieved in their present company, and only 17 percent have an opposing viewpoint. There is a substantial difference, however, in terms of perceptions of career progress vs. perceptions of qualifications relative to whites in the company. Sixty-seven percent believe their experience to be greater than that of whites, but only 37 percent view their career progress as greater. Approximately one third believe their experience is equal to that of whites, and 32 percent believe that their progress has been equal. Only 20 percent see their experience as less, but 32 percent see their career progress as less. Sixty-one percent of these men plan to to remain with their parent company and 22 percent plan to leave. Approximately 61 percent are generally pessimistic and only 34 percent are optimistic to any extent with respect to equal employment opportunity being available to black professionals in industry.

Analysis, Research, and Development. Although these three areas of functional responsibility are shown separately in Tables CT 12-18, they are combined in this analysis to obtain a sufficiently large group for comment. This combination is also warranted due to the similarity in the duties performed by persons in these three groups.

Sixty percent of this group evaluate their work relationship with their managers as "Excellent" or "Above Average". Approxiamtely one third evaluate the relationship as "Average" and eight percent as "Poor."

In terms of satisfaction with career growth to date, 62 percent state that they are not satisfied, and only 21 percent express satisfaction. Also only 28 percent feel that their aspirations can be achieved in their present company, while 45 percent feel that their aspirations can not be achieved, and 28 percent are unsure.

There is again a disparity between how they assess their qualifications relative to whites, and how they assess their career progress relative to whites, using an experience standard. While 41 percent believe that their experience is greater, only 10 percent believe that their career progress has been greater than whites with equivalent experience. Forty-three percent feel that their experience equals that of their white co-workers, but 50 percent feel that progress has been equal. Approximately 15 percent assess their experience as less than that of their white co-workers, however 40 percent feel that their progress has been less.

Although 21 percent plan to remain with their present company, 36 percent plan to leave and 44 percent are unsure. In spite of these perceived disparities and dissatisfactions, almost 49 percent have some degree of optimism about equal employment opportunity for black professionals in industry, and only 19 percent are pessimistic to some extent.

Manufacturing. Sixty-eight percent of these men evaluate their work relationships with their managers as "Above Average" or "Excellent." Only 32 percent evaluate it as "Average" and none as "Poor".

More are satisfied (47%) than dissatisfied (37%) with their career progress to date, although one sixth are unsure. Only 21 percent believe that their aspirations can not be achieved in their present company, but 53 percent believe that they can, and slightly more than one fourth are unsure. Many men in this group, however, also perceive that their career progress has not been as great as that of their white co-workers on an experience standard. Twenty-six percent see themselves as having greater experience, but only 11 percent rate their career progress as greater. Only 26 percent view their experience as less than that of their white co-workers, but 42 percent believe that their career progress has been less. Interestingly, exactly 47 percent evaluate their experience qualifications as equal to that of whites, and the same proportion evaluate their career progress as equal.

Fifty-three percent definitely plan to remain with their present company, five percent are definitely planning to leave, and 42 percent are unsure. There are, however, as many who are optimistic about equal employment opportunity for black professionals as are pessimistic (48%).

Management Accounting. Approximately 41 percent of these men evaluate their relationship with their manager as "Above Average" or "Excellent," 56 percent as "Average" and

As many are satisfied as are dissatisfied with their career progress to date (48%) and four percent are unsure. Yet only 20 percent believe that their career aspirations are achievable in their present company, and 56 percent beleive that they are not, with 24 percent unsure. A substantial disparity exists in this group in evaluating their career progress and their qualifications with their white co-workers on an experience standard. While 41 percent believe that they have more experience, only 16 percent believe that their careers have progressed faster. Forty-eight percent believe that their experience is equal to that of their white co-workers, however, only 32 percent rate their progress as equal. Only 11 percent feel that their experience qualifications are less than their white co-workers, but 52 percent evaluate their progress as less.

Almost twice as many plan to leave their present company (48%) than plan to remain (28%), and 24 percent are unsure. Also the percentage difference between those who are optimistic and those who are pessimistic is substantial. Only 26 percent have any degree of optimism regarding equal employment opportunity for black professionals in industry, while 56 percent are pessimistic to some extent, and 19 percent express neutrality.

Summary. It appears that attitudes differ in the various functional areas of responsibility with respect to satisfaction, achievement of aspirations, and evaluations of work relationships. Blacks in General Management seem to be somewhat more positive than others and blacks in Finance and Management Accounting seem to be somewhat more negative than others.

It concerns us that those blacks in General Management who theoretically represent the "role models" for blacks "on the way up" are at the high end of the "pessimistic scale" (61%) in evaluating equal employment opportunity, particularly since a significant number express satisfaction with their career progress to date and believe that their aspirations can be achieved in their present company. These men are the most probable targets for advancement in the industrial system, as is illustrated by the fact that they are presently in managerial positions. Since these actual and potential "executives," in the correct sense of the word, have serious reservations about the sincerity of industry in terms of promoting equal opportunity for black professionals, the "credibility gap" appears to be a major problem facing industrial corporations.

Industrial Classification

Six broad industrial or enterprise classifications were used to subdivide the sample. These were Contract Construction; Manufacturing; Transportation, Communications, Electric, Gas, and Sanitary Services; Wholesale and Retail Trade; Finance, Insurance, and Real Estate; and Service. Since Contract Construction was represented by only six blacks, this analysis will concentrate on the other five groups. By far, Manufacturing was the largest industrial group with exactly 50 percent of the total. These industrial classifications relate to the major activity of the corporation that employed the 500 men in the study.

Manufacturing. Blacks in Manufacturing Industries generally gave less positive and favorable responses to their industrial experiences than did blacks in other industrial groups. Approximately 63 percent evaluate their work relationship with their manager as "Above Average" or "Excellent" and 34 percent evaluate this relationship as "Average." They are the least satisfied in terms of career growth (46% satisfied; 44% not satisfied), and the least likely to feel that they have an equal opportunity with whites. To this latter question, only 20.2 percent state that they do, and

65.3 percent state that they do not have an equal opportunity with whites in their present companies, while 15 percent are unsure. Fewer of these men think that they can achieve their aspirational goals where they are presently employed (38%), 38 percent feel that they can not, and 24 percent are unsure. While 46 percent evaluate their responsibilities as equal to their abilities, 28 percent think that they are not, and 26 percent are unsure. There is no real consensus with respect to continuing in their present company, with 38 percent feeling that they will stay, 30 percent definite about leaving, and 32 percent are unsure.

Transportation, Communication, Electric, Gas, and Sanitary Services. Blacks working for corporations in this industrial classification generally have "Above Average" or "Excellent" work relationships with co-workers (64%) and they are in the middle of the five groups with respect to favorable and positive industrial experiences. Approximately 57 percent are satisfied with their career growth, although only 29 percent believe that they have an equal opportunity with whites. Approximately 36 percent are dissatisfied with their career growth and 56 percent feel that they do not have an equal opportunity with whites. Fifty-six percent find that their work responsibilities are usually equal to their abilities, and 51 percent believe that they can achieve their career aspirations in their present companies. Only 19 percent believe that responsibilities do not equal abilities, and 32 percent feel that their aspirations are not achievable in their present company. For these reasons, among others, this group has the highest percentage of men who plan to remain with their present companies (66.1%), with only 30 percent who plan to leave, and 15 percent unsure.

Wholesale and Retail Trade. Although these men generally have good working relationships with their white co-workers (54% at least "Above Average"), blacks in this classification have the highest percent of "Poor" ratings in this area (10.8%). They rank next to blacks in Manufacturing in terms of the proportion not being satisfied with their career progress (40%), and are the highest in feeling that they do not have an equal opportunity with whites (70%). Approximately 51 percent are satisfied with their career progress to date, but only 24 percent feel that they do have an equal opportunity with whites. Even with these feelings of the existence of discrimination that may deter career growth, 57 percent of these men believe that their responsibilities equal their abilities, and 68 percent believe they can achieve their career aspirations where they are presently employed. The question of actually planning to remain in their present company, however, elicited the smallest ratio who responded "yes" (32%), and a substantial percentage who are "unsure" (38%) about planning to remain, with 30 percent responding "no."

Finance, Insurance and Real Estate. Two thirds of the men in this classification indicate satisfaction with their career progress to date, and 62 percent have at least an "Above Average" working relationship with their white co-workers. While as a group, 52 percent assert that they do not have an equal opportunity with whites, 28 percent feel that they do, and 20 percent are unsure. Generally, 70 percent view their responsibilities as equal to their abilities; 68 percent believe that their career aspirations are achievable in their present companies; and 55 percent plan to remain with their companies. Eighteen percent believe that their responsibilities do not equal abilities; 20 percent think that their career aspirations are not achievable in their present company; and 21 percent definitely plan to leave the company.

Services. Of the men who are working in Service industries, 53 percent cite "Excellent" relationships with their white co-workers, and 75 percent are satisfied with their career progress to date. Only 25 percent are not satisfied, and none are unsure. This is the only group in which more blacks state that they do have an equal opportunity with whites, than state that they do not (36.7% - yes; 30% - no; 33.3% - unsure).

Sixty-nine percent view their responsibilities as equal to their abilities and 50 percent are positive about being able to achieve their aspirations for career growth and development. Only 17 percent feel that responsibilities are not equal to abilities, and 27 percent feel that their career aspirations cannot be achieved in their present company. Fifty-seven percent plan to remain with their present companies, 29 percent plan to leave, and 14 percent are unsure on this issue.

Summary. Blacks in Finance and Service industries generally spoke more favorably about their industrial experiences and expectations than did any of the others. Blacks in Manufacturing industries were the least satisfied with career growth (46%) and also least likely to perceive possible achievement of aspirations (38%). In spite of these notable differences, it is interesting to note that attitudes about the effectiveness of their companies' policies and programs in equal employment opportunity, and their general attitudes on equal opportunity for black professionals in industry are not significantly related to differences in industrial classification. As a total group, 19 percent feel that corporate policies and programs are effective, and 64 percent believe that they are not. Approximately 42 percent are optimistic about equal employment opportunity for black professionals in industry and 50 percent are pessimistic.

Informal (Non-Business) Association with Whites

The degree of informal association with whites in some form is significantly related to the responses to nine of the sixteen questions relating to the present employment of men in the study, as illustrated on the following table.

The following pattern of relationships may be noted with an "X" indicating that a statistically significant relationship was found with respect to the rate of contact:

Topic	Casual Neighbor-hood Contact	Informal Community Affairs	Social/ Personal Contact	Formal Community Affairs	Political Activity	At Home Enter-tainment	Row Tota
White Co-worker Relationship	-	X	X	X	X	X	5
Supervisor/Manager Relationship	X	-	X	-	X	-	3
Subordinate Relationship	-	-	-	-	-	-	0
Satisfaction with Sequence of Positions	X	-	-	-	-	-	1
Perception of Equal Opportunity	-	X	-	-	-	-	1
Aspiration Achievement	X	X	X	X	-	-	4
Comparative Progress (Education)	-	X	-	X	-	-	2
Comparative Progress (Ability)	-	-	-	-	-	-	0
Comparative Progress (Experience)	-	-	-	-	-	X	1
Comparative Qualifications (Education)	-	-	-	-	-	-	0
Comparative Qualifications (Ability)	-	-	-	-	-	-	0
Comparative Qualifications (Experience)	-	-	-	-	-	-	0
Responsibilities Equal Ability	X	-	-	-	-	-	1
Plans to Remain	X	X	X	X	X	-	5
Effectiveness of E.E.O. Policies and Programs	-	-	-	-	-	-	0
Attitude re E.E.O.	-	-	-	-	-	-	-
Column Total	5	5	4	4	3	2	23

Casual Neighborhood Contact. The ratio of "Excellent" ratings given to managerial work relationships show a rising trend as the annual rate of contact increases. The only exception is at a "13+" annual rate of contact with evaluations of managers where a slight drop is indicated.

Satisfaction with career growth patterns also demonstrates a rise from only 38.6 percent being satisfied of those who have no contact of this type up to 62 percent being satisfied for those who have this type of contact with whites at least "3-4" times per year. After this rate of contact, a slight decline in the ratio of those satisfied is apparent. While no specific pattern can be discerned from those who believe that their aspirations are achievable in their present companies, there is a definite decrease in those who believe that aspirations cannot be achieved, as the rate of contact increases. This goes from 55 percent stating "no" of those with no casual neighborhood contact with whites, to 22 percent stating "no" of those who have this type of contact at least "5-12" times per year. Again, a slight rise is noted for those at a "13+" annual rate of casual neighborhood contact with whites.

The ratio of persons who feel that responsibilities are equal to abilities also increases as the rate of casual neighborhood contact rises from "None" (39%) to "3-4" times per year (64%). At the "5-12" annual rate of contact, a slight decline in the ratio of positive responses occurs. Those planning to remain with their present company increase from 28 percent among those with no contact to 55 percent of those who have this type of contact "3-4" times per year. A slight decline to 53 percent occurs at the "5-12" annual rate, and another decline to 44 percent occurs at the "13+" rate.

Informal Community Affairs. There is a slightly rising trend in the "Excellent" evaluations given to the work relationship with white co-workers as contact increases. Twenty-three percent of those with no contact rate this relationship as "Excellent" and 32 percent of those who have a "13+" rate of contact. With the exception of the "none" category where 5% rate the white co-worker relationship as "Poor", very few others feel that this relationship is "Poor."

No clear-cut pattern is apparent on the issue of equal opportunity with whites. Of those with no contact, 17 percent feel that they do have an equal opportunity and 66 percent feel that they do not. At the extreme end of those with "13+" contact, 26 percent feel that they do have an equal opportunity, and 60 percent feel that they do not. The highest ratio of positive feelings is in the "1-2" annual rate group with 37 percent feeling that they do have an equal opportunity with whites, and 54 percent feeling that they do not.

The attitudes that these men hold with respect to achieving their aspirations in their present company show a definitely rising pattern as contact increases. Only 33 percent of those with no contact feel that this is possible, while 55 percent of those with a "13+" rate of contact feel that their aspirations can be achieved.

Although degree of association in informal community affairs is significantly related to perceptions of career progress compared to whites with similar education, no consistent trend is notable. Between those with no contact, and those with at least an annual rate of "1-2" times, there are some apparent differences. Of those with no contact, 16 percent feel that their progress has been greater, 46 percent see their progress as equal, and 38 percent view their progress as less than that of whites

The ratio of persons who feel that responsibilities are equal to abilities also increases as the rate of casual neighborhood contact rises from "None" (39%) to "3-4" times per year (64%). At the "5-12" annual rate of contact, a slight decline in the ratio of positive responses occurs. Those planning to remain with their present company increase from 28 percent among those with no contact to 55 percent of those who have this type of contact "3-4" times per year. A slight decline to 53 percent occurs at the "5-12" annual rate, and another decline to 44 percent occurs at the "13+" rate.

Informal Community Affairs. There is a slightly rising trend in the "Excellent" evaluations given to the work relationship with white co-workers as contact increases. Twenty-three percent of those with no contact rate this relationship as "Excellent" and 32 percent of those who have a "13+" rate of contact. With the exception of the "none" category where 5% rate the white co-worker relationship as "Poor", very few others feel that this relationship is "Poor."

with similar education. Among those with an annual rate of "1-2" times, 30 percent feel that their progress has been greater, 47 percent view their progress as equal, and 23 percent see their career progress as less than that of whites with similar education. Beyond this point, the pattern of responses becomes more ambiguous and undefined.

The above comments also apply to responses to the question of plans to remain with the present company. Of those with no contact, only 33 percent plan to remain, 34 percent plan to leave, and 33 percent are unsure. At the annual rate of "1-2" times, 53 percent plan to remain, 29 percent plan to leave, and 18 percent are unsure. Beyond this point, the pattern shows a slight decrease in the ratio of those planning to remain, but it is not very clear-cut.

Formal Community Affairs. Combining the "Excellent" and "Above Average" evaluation of the work relationship with white co-workers, there is a slightly rising trend from 55 percent of those with no contact of this type, to 74 percent of those with an annual rate of "5-12" times. This drops slightly to 73% of those with at least a "13+" annual rate of contact.

The ratio of those believing that their aspirations are achievable in their present company rises from "None" to "1-2", then drops at the "3-4" rate, rises again at the "5-12" rate and drops again at the "13+" rate. These ratios go from a low of 37.8 percent for those with no contact to a high of 56 percent for those with a "5-12" annual rate.

There is only a vaguely defined relationship between the rate of contact of this type and perceptions of career progress compared to whites with a similar education. Of those reporting no contact of this type, 17 percent feel that their progress has been greater, 52 percent view their progress as equal, and 31 percent see their progress as less than that of their white co-workers with similar education. At the "1-2" annual rate of contact, 35 percent view their progress as greater, 40 percent see their progress as equal, and 25 percent evaluate their career progress as less than that of whites with similar education. Beyond this "1-2" rate, the relationships vary too much for any conclusions to be drawn.

The ratios of those who plan to remain with their present company run from 34 percent of those with no contact of this type to 59 percent of those with an annual rate of "5-12" times. Those who plan to leave vary in proportion from a high of 36 percent of those with no contact of this type to a low of 15.9 percent for those with an annual rate of "13+" times.

Social/Personal Contact. This type of informal association reveals stronger trends than any of the other types of non-business associations that these blacks had with whites. The number of "Excellent" ratings of co-worker and manager work relationships show a definite rising trend as association increases. There is at least a 24 percentage point difference in each case between those with no contact of this type and those with an annual rate of "13+" times.

The ratio of those who believe that their aspirations are achievable in their present companies rises from 20 percent of those reporting no contact of the type to 56 percent of those with an annual rate of "13+" times. Likewise, a decline in those who believe that aspirations cannot be achieved goes from 59 percent of those with no contact to 22 percent of those with an annual rate of "5-12" times.

The ratio of those who plan to remain with their present company rises from 28 percent of those reporting no contact of a social/personal nature with whites to 56 percent of those reporting such contact at an annual rate of "5-12" times.

Political Activity. Although this type of informal association illustrates a mixed pattern of responses in the middle frequencies of association, the extremes are notable. Fifty-nine percent of those reporting no contact of this type evaluated the work relationship with their white co-workers as "Excellent" or "Above Average." This ratio increases to 82 percent for those with a "13+" rate of contact of this type. This is likewise true of evaluations of the work relationship with managers. At the extremes, "Excellent" and "Above Average" evaluations rise from 63 percent of those reporting no contact of this type to [illegible]1 percent of those reporting an annual rate of "13+" times.

Those planning to remain with their present company rises from 37 percent of those with no reported contact of this type of 65 percent of those who reported an annual rate of "3-4" times. This declines to 43 percent at the "5-12" level and rises again to 45 percent at the "13+" level.

At Home Entertainment of/by Whites. This type of association only related to two types of responses. Of those blacks who entertained whites in their homes or who were entertained by whites in their homes, 72 percent evaluated their work relationship with their white co-workers as "Above Average" or "Excellent," 24 percent as "Average" and 5 percent as "Poor." Of those who had not participated in either form of at-home entertainment, only 43 percent evaluated their work relationship with their white co-workers as "Excellent" or "Above Average," 43 percent as "Average" and 13 percent as "Poor."

Among those blacks who have participated in this type of contact with whites, 23 percent view their career progress as greater than that of the whites with whom they work, 46 percent feel that their progress has been equal to that of whites, and 31 percent see their career progress as less. These ratios change somewhat with those blacks who report not having this type of contact. In this group, 25 percent feel that their progress has been greater, but only 21 percent view their career progress as equal to that of whites. Fifty-four percent see their progress as less than that of the whites with whom they work (a difference of 23 percentage points from the previous group).

Summary. Informal (non-business) association with whites affects general attitudes toward industrial experiences to a lesser extent than the other variables. It predictably relates more to person-to-person work relationships than to other kinds of work experiences. Many of the blacks in the study stated that they deliberately sought to minimize their non-business association with whites. It is, therefore, understandable that those blacks who choose to have frequent associations with whites of an informal and social nature would also feel that their work relationships with whites were more positive. It is important to note that their associations with whites are generally not whites in industrial corporations in professional and managerial positions.

Level of Responsibility

Technical Specialists. Technical Specialists are those men who are in a line or staff position without any direct supervisory or managerial responsibilities. Approximately 49 percent are satisfied with respect to their career growth and 42 percent are not satisfied. Only 22 percent feel that they have an equal opportunity with whites in their companies and 62 percent believe that they do not. As many feel that their aspirations are achievable in their company as believe the opposite (30%), with 25 percent being unsure. Approximately 60 percent compare their experience qualifications against that of whites and view themselves as equal on this standard. Twenty-eight percent believe that their experience is greater, and 13 percent view their experience as less. Almost 50 percent think that their responsibilities equal their abilities, 27 percent believe that they do not, and 23 percent are unsure. Forty-one percent plan to remain in their companies in the near future and 31 percent plan to leave. Only 17.3 percent are positive with respect to the effectiveness of their company's equal employment policies and programs, and 64.9 percent say that these policies and programs *are not effective*.

Manage Workers. Sixty-six percent of these men are satisfied with their career growth to date and 25 percent are not. Although 56 percent are negative on the point of having an equal opportunity with whites in the company, 30 percent believe that they do. In spite of these feelings, 62 percent believe that they can achieve their career aspirations in their present companies, 22 percent disagree, and 10 percent are unsure.

Fifty percent of these men think that they are at least equal to their white co-workers in terms of experience, but 45 percent view their experience as greater and 6 percent see their experience as less. Two-thirds feel that their responsibilities are equal to their ability with the remaining one third almost equally divided between those who disagree (16%) and those who are unsure (17%). More of these men plan to remain with their present company (59%) than plan to leave (19%), and 23 percent are unsure. Although somewhat more favorable than Technical Specialists, more of these men who "Manage Workers" also believe that their corporations do not have effective policies and programs relating to equal employment opportunity (28.2% - yes; 62.7% - no).

Manage Managers

Men at this level are the most favorable and positive in evaluating their industrial work experiences. Eighty-seven percent are satisfied with their career growth to date and only 13 percent are not. Even with this relatively high degree of satisfaction, only 56 percent feel that they have an equal opportunity with whites, 25 percent feel that they do not, and 19 percent are unsure. Again, 77 percent believe that their aspirations can be achieved in their present companies and only 6 percent negate this, with 18 percent being unsure. Sixty-three percent feel that their experience is equal to that of the whites with whom they work as associates, 31 percent view their experience as greater, and only 6 percent see their experience as less. At this level, 80 percent of the men believe that their responsibilities equal abilities, 7 percent disagree and 13 percent are unsure. Fifty-eight percent of these men are planning to remain with their present company, 12 percent plan to leave, and 29 percent are unsure. In spite of being comparably more satisfied with their industrial experiences than blacks at lower levels, only 18.8 percent think that their corporation's policies and program on equal opportunity are effective, and 50 percent say that they are not, with 16 percent being unsure.

Summary. The level of responsibility of these men appears to affect how industrial experiences are assessed. Those who "Manage Managers" have achieved a measure of success and are predictably more satisfied and favorable than those at lower levels, in spite of only 56 percent believing that they have an equal opportunity with whites. The common ground irrespective of level is that corporate policies and programs are not effectively relating to the problem of equal employment opportunity with this feeling being shared by at least 50 percent of each group.

Region of Present Residence

The standard governmental classification of the fifty states was utilized to divide the group into regions. Six regional areas were appropriate to cover the ten cities where interviews were conducted. These regions and the cities covered were as follows:

Middle Atlantic - New York, New York; Philadelphia, Pennsylvania
East North Central - Cleveland, Ohio; Chicago, Illinois; Detroit, Michigan
West North Central - St. Louis, Missouri
South Atlantic - Baltimore, Maryland
West South Central - Houston, Texas
Pacific - San Francisco, California; Los Angeles, California

Mid-Atlantic. The largest number of blacks lived in the mid-Atlantic region covering New York and Philadelphia. Blacks in these two cities generally have good working relationships with their white co-workers, and managers. Approximately 65 percent of them evaluate their work relationship with white co-workers as "Excellent" or "Above Average," 32 percent rate it as "Average" and only 2 percent see it as "Poor". Sixty-eight percent view the relationship with their manager as "Excellent", or "Above Average", 27 percent as "Average", and 5 percent as "Poor".

Forty-one percent of these men are not satisfied with their career growth, and 63 percent also believe that they do not have an equal opportunity with whites. Although only 17 percent think that they do have an equal opportunity with whites, 49 percent are satisfied with their career progress to date.

While 55 percent of these men think that their responsibilities equal their abilities, only 39 percent believe that their career aspirations can be achieved in their present companies, and an equal proportion (39%) plan to remain with their companies. Approximately 21 percent view their responsibilities as not being equal to their abilities, and 37 percent do not feel that their aspirations can be achieved where they presently work. Only 31 percent, however, definitely plan to leave their present company and 30 percent are unsure. Approximately 22 percent believe that their companies' policies and programs on equal employment opportunity are effective, and 67 percent believe that they are not. Blacks in these two cities are the least optimistic about equal employment opportunity for black professionals in industry (30.3%), and 63 percent have some degree of pessimism.

East North Central. This region encompassed blacks in Chicago, Cleveland, and Detroit. Generally, they have very favorable working relationships with white co-workers and managers. Almost two thirds of these men evaluate the work relationship with white co-workers as "Excellent" or "Above Average," 28 percent as "Average," and 6 percent as "Poor." Work relationships with managers are viewed as "Excellent" or "Above Average" by 73 percent of these men, as "Average" by 21 percent, and "Poor" by 6 percent.

These blacks ranked fourth among the six regions in both satisfaction with career growth (54.4%) and in perceptions of equal opportunity with whites (27.7%). Thirty-eight percent are not satisfied, and 58 percent believe that they do not have an equal opportunity with whites. Almost 48 percent believe that they can achieve their career aspirations where they are employed, and 54 percent think that their responsibilities equal their abilities. Only 31 percent believe that their aspirations are not achievable in their present company, although 21 percent are unsure. Slightly more than 23 percent think that their responsibilities do not equal their abilities and approximately 22 percent are unsure. More than 50 percent plan to remain with their present companies, and 23 percent plan to leave. Although 61 percent believe that their corporate equal opportunity policies and programs are not effective, 20 percent think that they are effective. Only 41.9 percent think that they are effective. Only 41.9 percent are optimistic to any extent about equal employment opportunity for blacks, and 47.8 percent are pessimistic to some degree.

West North Central. Blacks in St. Louis, Missouri have the most favorable evaluations of their working relationships with managers and co-workers. Almost two thirds rate their work relationships with co-workers as "Excellent" or "Above Average." Seventy-seven percent give the same evaluation to their managers. They also report the highest percentage of satisfaction with their career growth (76.2% satisfied and 19% not satisfied); and the second highest ratio of those believing that they have equal opportunity with whites (30.4% affirmative; 44% negative). While 61 percent express their belief that their responsibilities do equal their abilities, only 39 percent think that they can achieve their career aspirations in their present companies, and only 43.5 percent plan to remain with their present company. Approximately 26 percent think that their responsibilities are unequal to their abilities, and 22 percent are unsure. Only 17 percent definitely believe that their aspirations are presently not achievable, but 44 percent are unsure. Approximately 30 percent plan to leave their company, and 26 percent are unsure about remaining or leaving. These men are the most optimistic (74%) and the least pessimistic (17%) about the future of equal employment for blacks even though only 17 percent believe that their corporation's policies and programs in this area are presently effective, and 61 percent see them as not being effective.

South Atlantic. Blacks living in Baltimore, Maryland, have more "Average" (41%) and "Above Average" (41%) work relationships with their white co-workers, with only 18 percent rated as "Excellent" and none as "Poor." Seventy-one percent of them evaluate the work relationship with managers as "Excellent" or "Above Average," 24 percent as "Average," and 6 percent as "Poor." Sixty-one percent are satisfied with their career growth to date and 30 percent are not, although only 30 percent believe that they have an equal opportunity with whites in their companies. Forty-six percent feel that they do not have an equal opportunity. More than any other region, 62 percent of these men believe that their work responsibilities are in line with their abilities, and 43 percent think that their career aspirations are achievable in their present companies. Opposing, 28 percent believe that they cannot achieve their aspirations in their company, and 24 percent think that their responsibilities do not equal their abilities. A higher percentage of these men plan to remain with their present companies than was true of any other region (61.8%), although 21 percent plan to leave. Only 17.6 percent feel that their corporation's policies and programs on equal employment are effective and 68 percent believe that they are not. More are optimistic (53%) rather than pessimistic (19%) about the future for black professionals in industry.

West South Central. Blacks in Houston, Texas, relate more unfavorable and negative reactions in describing their attitudes and perceptions of their industrial work experience than is true of blacks in the other regions. More of these men report only "Average" work relationships with white co-workers (68%) and managers (65%). They also express the least satisfaction with their career growth to date (23.1%), with 73 percent not satisfied, and 89 percent believe that they do not have an equal opportunity with whites. Only 8 percent believe that they do. Few think that they can achieve their aspirations in their present companies (19%) and 77 percent believe that they cannot. Sixty-five percent see their responsibilities as not being equal to their abilities and only 27 percent feel that they are. A mere 19 percent expect to remain with their present companies, with 62 percent planning to leave, and 19 percent being unsure. Ninety-six percent see their corporate policies and programs relating to equal employment opportunity as not being effective. These negative perceptions are further illustrated in the generally pessimistic attitudes that they have about the equal employment opportunity for black professionals in industry (65%) with only 35 percent having any degree of optimism.

Pacific. Black men on the West Coast maintain relatively good working relationships with their white co-workers, and managers. Two thirds of them feel that their work relationships with white co-workers are "Excellent" or "Above Average," and one-third as "Average." Sixty-nine percent evaluate work relationships with managers as "Excellent" or "Above Average," 26 percent as "Average" and 5 percent as "Poor."

Most are satisfied with their career growth to date (62%) and a higher percentage think that they have an equal opportunity with whites than was true for any other group(34.7%). Thirty percent are not satisfied, and 52 percent feel that they do not have an equal opportunity. Blacks on the West Coast, more often than the others, also believe that they can achieve their career aspirations with their present companies (59%) with 23 percent disagreeing and 19 percent being unsure. Slightly more than 50 percent see their work responsibilities as equal to their abilities, and 48 percent expect to remain with their present companies. While slightly more than half of these men think that their company's equal opportunity policies and programs are not effective, at least 51 percent are optimistic about the future to some extent, and only 39 percent are generally pessimistic.

Summary. Regional classifications are related to response variances to a much greater extent than any of the other variables tested. Generally, blacks in St. Louis are the most positive and blacks in Houston are the most negative. Blacks in the two major cities where corporations "Flourish" (New York and Philadelphia) are more reserved and pessimistic about their industrial experience than one might initially expect them to be (63%).

Salary Level

Salary levels on the present job were subdivided into seven groups as follows: Under $10,000; $10,000 - $12,999; $13,000 - $15,999; $16,000 - $18,999; $19,000 - $21,999; $22,000 - $24,999; and $25,000 and Above.

Under $10,000. Blacks in this salary category have generally unfavorable perceptions of their industrial work experience. More of their work relationships with managers and white co-workers are viewed as being "Average." Approximately 37 percent rate white co-worker work relationships as "Above Average" or better, 56 percent rate them as "Average" and 6 percent as "Poor." Fifty-three percent evaluate managerial work relationships as "Above Average" or better, 48 percent rate them as "Average," and 10 percent as "Poor". Approximately 37 percent are satisfied with their career progress and 52 percent are not. On the point of having an equal opportunity with whites in the company, more think that they do not (70.3% - no; 7.8% - yes). This group responded similarly to those between $22,000 - $24,999 on this question. More of them believe that they cannot achieve their career aspirations with their present companies (49%) and 25 percent think that they can. While 48 percent see their education as equal to that of the whites with whom they work, an equal number believe their education is better (48%) and 3 percent as less. Only 34.4 percent think that responsibilities equal abilities, 38 percent believe that they do not, and 28 percent are unsure. Approximately 26 percent of these men plan to remain with their present company, 44 percent plan to leave, and 31 percent are undecided.

$10,000 - $12,999 and $13,000 - $15,999. These two salary levels were combined because their responses generally followed a similar pattern. They maintain generally good work relationships with co-workers and managers. Approximately 57 percent view work relationships with their white co-workers as "Excellent" or "Above Average," 37 percent as "Average" and 3 percent as "Poor." Almost two thirds evaluate the work relationship with their manager as "Excellent" or "Above Average," approximately 25 percent as "Average and 6 percent as "Poor."

Approximately 55 percent are satisfied with their career progress to date and 37 to 39 percent are not satisfied.

Only 25 percent believe that they have an equal opportunity with whites, and 60 percent think that they do not. A difference in these two salary groups appears with respect to aspirational achievement expectations. Only 36 percent of those at $10,000 - $12,999 believe that their goals are achievable, and 41 percent believe that they are not achievable in their present company. Forty-four percent of those between $13,000 - $15,999 generally think that they can do this, and only 30 percent believe that they can not.

More evaluate their education as equal to that of their white co-workers (62-66%), 32 - 36 percent believe that their education is better, and 3 percent view it as less. Slightly more than half view their responsibilities as equal to their abilities, and one fourth feel that they are not. More plan to remain with their present companies (40-43%) than plan to leave (28-32%).

$16,000 - $18,999. The majority of these men have "Excellent" or "Above Average" work relationships with managers and co-workers. Seventy-one percent evaluate white co-worker relationships as "Above Average" or better, 28 percent as "Average," and 2 percent as "Poor." This rises slightly to 78 percent of the manager work relationships being evaluated as "Above Average" or better, with 18 percent rated as "Average," and 4 percent as "Poor."

They are one of the two lowest with respect to satisfaction with career growth to date (51% are satisfied, 32% not satisfied). Only 24 percent think that they have an equal opportunity with whites, while 65 percent think that they do not. Slightly more than half believe that their aspirations can be achieved in their present company, 28 percent are negative in this respect, and 19 percent are unsure. Approximately 48 percent believe that they have more education than their white co-workers, 46 percent think that they are equally educated, and 6 percent rate their education as less than that of their white co-workers. Exactly 50 percent view their responsibilities as equal to their abilities, 24 percent think that they are not, and 27 percent are unsure. While 44 percent plan to remain with their present company, 24 percent plan to leave and 32 percent are undecided.

$19,000 - $21,999. These men also have more "Above Average" and "Excellent" work relationships with their white co-workers and managers. Seventy-three percent rate white co-worker relationships as "Above Average" or better, 24 percent see them as "Average" and 2 percent as "Poor." Eighty-one percent view the work relationship with their manager as "Above Average" or better, 17 percent as "Average" and 4 percent as "Poor." Sixty-two percent are satisfied with their career progress and 31 percent are not. More expect to achieve their career aspirations in their present companies (54%) even though only 36 percent believe that they have an equal opportunity with whites. One fourth believe that their aspirations are not achievable, and 45 percent think that they do not have an equal opportunity with whites. On a comparative educational standard, 50 percent rate themselves as "equal to" the whites with whom they work, 41 percent as having more education, and 9 percent as having less. Sixty-one percent feel that their work responsibilities are equal to their abilities, with 12 percent definitely feeling that they are not, and 26 percent being undecided. At this salary level, 70 percent plan to remain with their present company, 16 percent plan to leave, and 14 percent are unsure.

$22,000 - $24,999. Work relationships with whites are evaluated more positively at this salary level. Eighty-one percent of the men feel that the relationship with white co-workers is "Excellent" or "Above Average," and only 19 percent view it as "Average." Approximately 62 percent give an "Above Average" or better evaluation to the work relationship with their manager, with 27 percent viewing it as "Average," and 4 percent as "Poor."

Half of these men are satisfied with their career progress to date, 28 percent are not satisfied, and 20 percent are unsure. In contrast, however, almost two thirds believe that they do not have an equal opportunity with whites, 8 percent believe that they do, and 27 percent are unsure. Approximately 52 percent believe that their aspirations can be achieved in their present companies, and 8 percent believe that they cannot achieve this, with 40 percent being unsure. Sixty-two percent evaluate their education as more than that of their white co-workers, 35 percent see it as equal, and 4 percent as less. Slightly more than half believe that their responsibilities equal their abilities, with 20 percent definitely disagreeing, and 24 percent unsure. Exactly half plan to remain with their company, 12 percent plan to leave, and 39 percent are undecided.

$25,000 and Above. Blacks at this salary level have more "Excellent" work relationships with white co-workers and managers. Forty-eight to fifty percent view the work

relationship with managers and co-workers as "Excellent." Approximately 35 percent rate both work relationships as "Above Average." In the "Average" category, 13 percent rate the co-worker relationship and 15 percent rate the manager relationship. None are evaluated as "Poor." Sixty-five percent are satisfied with their career progress to date, while only 34 percent are not. Seventy-three percent believe that they can achieve their aspirations in their present companies, with only 14 percent feeling the opposite. Only at this level, do we find more men who think that they have an equal opportunity with whites than those who think that they do not (47.4% - yes; 39.5% - no). Generally, they see their work responsibilities as equal to their abilities (82%). Two thirds feel equally well educated as whites at comparable levels, 32 percen think they have more education, and 3 percent, less. More plan to remain with their present companies than at any other level (68%), and only 11 percent plan to leave with 22 percent being unsure.

Summary. With only few exceptions, salary levels explain some of the response variance. Those at the lowest level are more unfavorable and less optimistic in their expectations than is true for those men at higher salary levels. Perhaps the one exception to this occurs at the $22,000 -

$24,999 salary level. Regardless of salary level differences, there are no significant differences relating to the effectiveness of corporate policies and programs being effective, and their general attitude toward equal employment opportunity for black professionals in industry in general.

ANALYSIS OF RESEARCH WITH MANAGERS

In the original research design, it was anticipated that approximately 100 managers would be interviewed, and that each manager would permit a representative co-worker and subordinate, if applicable, to be interviewed. The manager was only to be contacted if the black male professional interviewed gave us permission to do so since part of the interview involved an evaluation of his progress in the company. Exhibit 2 shows the sample design for managers, the numbers solicited, scheduled, and useable interviews that resulted. Of the 500 black participants, only 230 agreed to have their immediate manager interviewed, and only eighty-one interviews were scheduled from this group. The reasons for such a small number being scheduled were varied:

1. Sixty-three percent said that they did not want to participate.
2. Twenty-eight percent were not available during the period selected to go to their locale for the interviews, and the expense involved did not permit re-scheduling a second trip.
3. Nine percent were initially available and interested, but did not receive permission from their superior to participate.

Of the eighty-one managers scheduled for interviews, five appointments were cancelled by the manager involved, six interviews were only partial due to the desire of the manager not to answer a significant number of the questions, and nine interviews were contaminated by the presence of another manager which inhibited the responses. Usually, the other manager present was in Employee Relations or Public Relations, ostensibly present to protect the image of the company. Sixty-one useable interviews resulted from this process. None of these sixty-one managers felt that they wanted to involve a co-worker or subordinate. This analysis, therefore, relates solely to the managers interviewed.

Our sample was skewed considerably toward the favorable side because of the "volunteer status" of the managers who participated in the study. Since only 61 interviews with managers were useable, we shall only briefly review these research results. From their responses, a "typical" manager can be depicted.

The "Typical" White Manager

He had minimal contacts with blacks during early life, generally due to neighborhood patterns of life. Contact with blacks increased from virtually none in elementary school to having some exposure to blacks in college and graduate school, as well as in the military. Despite the infrequency of contact with blacks in early years, he thinks of his early life contacts with blacks as "friendly".

Presently,he still has very few associations with blacks outside of the corporate environment. He lives in a suburban community that has few, if any, blacks. He has usually not entertained any blacks in his home, nor has he personally socialized with any of the blacks that he supervises.

He is managing a department in the services area,in industrial relations, or purchasing, as examples. He feels that his work relationship with blacks is excellent and evaluates the performance of blacks supervised as "good" or "excellent." The black male in the study whom he supervises was promoted from within the organization, and in his opinion, he met or exceeded the selection standards for the jobs. Presently, he believes that this black professional is a good prospect for further advancement within the company.

Most of his industrial associations with blacks have been as a manager, rather than as a co-worker or as a subordinate. As a result of his industrial experience involving work associations with blacks, he expresses a more favorable attitude toward blacks. He believes that his company's policies and programs relating to equal employment opportunity are effective, and presently is unaware of any problems that exist to prevent equal employment opportunity for blacks.

Tables V - VII below show some of the significant attitudes of managers relative to blacks.

TABLE V

EVALUATION OF MANAGER'S INFORMAL ASSOCIATIONS WITH BLACKS

CATEGORY	EARLY LIFE		PRESENT	
	#	%	#	%
Friendly	14	25.0	28	50.0
Moderately Friendly	14	25.0	24	42.9
Neutral	25	44.6	4	7.1
Generally Unfriendly	3	5.4	0	----
Hostile	0	----	0	----
TOTAL	56	100.0%	56	100.0%

Relative Changes In Evaluations

37% - Same
59% - Up (more positive)
4% - Down (less positive)

TABLE VI

EVALUATION OF BLACK PROFESSIONALS BACKGROUND RELATIVE TO SELECTION CRITERIA

CATEGORY	NUMBER	PERCENT
Exceeded	15	27.3
Met All	32	58.2
Did Not Meet All	5	9.0
Don't Know	3	5.5
TOTAL	55	100.0

TABLE VII

OVERALL EVALUATION OF THE WORK PERFORMANCE OF BLACK PROFESSIONALS

RATINGS	NUMBER	PERCENT
Poor	2	3.6
Fair	8	14.5
Good	30	54.6
Excellent	15	27.3
TOTAL	55	100.0

Black Professional and White Manager Response Differences

In addition to analyzing the overall responses of these managers, we also matched the responses of managers and the responses of the black whom he supervises to similar questions. Tables MR 1 - 6 show a comparison of responses of the sixty-one managers and the black professionals that were matched.

The following nine general observations relate to substantial differences between white managers and the black professionals whom they supervise:

1) Managers predominantly live in suburban areas while the vast majority of blacks live in the cities where they are employed.

2) Most of the managers live in neighborhoods where there are few blacks, and most of the black professionals live in racially-mixed areas where there is a significant percentage of blacks.

3) Due to residential pattern differences, most managers have little neighborhood contact with blacks. Blacks, by living in racially integrated areas, have substantially more casual contact with whites in their neighborhoods.

4) Managers have little association with blacks in community activities, and organizations. The blacks whom they supervise, however, have

proportionately more contact with whites in these kinds of activities.

5) Most managers have not entertained blacks socially in their homes, but most blacks have entertained whites in their homes. These particular managers, however, have not been socially entertained by blacks at home, since most of the whites entertained are not from industry.

6) There is a disparity between the evaluations that managers give to their work relationship with blacks, and the evaluations that blacks give to their work relationship with managers. More managers view the relationship as "Excellent" than blacks do.

7) Managers are more optimistic than blacks themselves about potential advancement opportunities for blacks.

8) Managers and blacks agree that the company has policies relating to equal employment opportunity but substantially disagree that companies have affirmative action programs in support of these policies. Managers think that these policies and programs are effective, and most blacks think that they are not effective.

9) A larger percentage of managers believe that blacks have an equal opportunity with whites, than is true for blacks.

Summary

These managers have had only limited exposure to blacks throughout their lifetime. It is, therefore, difficult for them to recognize and be sensitive to the problems that blacks are experiencing in industry. While a few managers are aware of their own biases and prejudices in dealing with blacks, the majority do not believe that blacks are treated differently from whites.

They rate blacks as meeting or exceeding organizational selection standards which dismisses, at least for this group, the theory that blacks are not qualified. Further, they evaluate the work performance of blacks as "good" and "excellent," and believe that these men can advance in the company. Some managers admitted that they lacked an awareness of black cultural norms, attitudes, and feelings, and they saw a need for increasing their human relations skills with respect to black/white problem resolution, rather than waiting for a crisis to bring these problems to the surface.

SAMPLE COMMENTS FROM BLACK MALE PROFESSIONALS

1. "There must be an intelligent and unified black approach to black problems. We must stop pulling each other down and start pulling together. Right now, we're not taking care of business."

2. "Blacks working in predominantly white corporations are by definition schizophrenic. The most difficult adjustment to make is dealing with the white business environment on its terms at work, and dealing with the black community and yourself away from work. The two worlds are frequently not compatible. Every black person who comes into a white corporation has to deal with this problem."

3. "Top management needs to establish sensitivity training programs for whites in middle and lower management positions. Black employees who have black awareness are not just going to leave companies. Some are going to stay and fight for equal opportunity, not special favors."

4. "Blacks have to apply pressure to get corporations to change. We need to speak out, and push for the better jobs."

5. "Blacks face unnecessary harassment and dialogue to get any place. There is a lot of racism that prevails, especially with older whites. Young blacks represent a threat to these persons -- largely fear causes the racism."

6. "Blacks are not in the mainstream of management. We do meaningful work to aid the overall operation of the company, but we are in few, if any, decision-making positions. Blacks are mainly collectors and organizers of information. The concept of working your way up is futile for blacks."

7. "Interpersonal skills seem to be more important than ability to effectively relate to your supervisor. The fact that your supervisor thinks that you are a good nigger seems to be more important than your ability to do the job."

8. "Management needs to stop looking at a man and his color and look at him for what he is and the job he can do. Blacks are hired at lower pay scales while whites get better jobs, but often can't do the work."

9. "Whites and blacks should be judged on the same standards. Corporations will give whites a chance if they show some promise, but blacks must have everything. Blacks are programmed for failure while whites have a chance to learn

their jobs. Whites generally see all blacks as underqualified and use this as an excuse to underpay them."

10. "I am one who definitely feels that blacks and other minorities will always be the last one hired and the first one fired. The corporate door for blacks is open now, but that really is all. Blacks are working primarily in the lower levels of most corporations. I also feel that since the national concern is now on inflation, etc., who really is concerned about whether blacks are being hired and treated fairly. The corporate structure reflects the image of the nation, and this nation strongly reflects racism."

11. "During my first year in the company, nobody talked to me and it was an unfriendly atmosphere, and I ate lunch by myself every day. I was given very little cooperation, advice, or training. The office Christmas party was a bad and cold experience. Whites made racial slurs and one even talked in a "nigger" dialect while others laughed. The whole experience was negative."

12. "A black person who works in industry must recognize that racism is innate to the system. You must deal with it, get as much knowledge as possible, and use it to your advantage. By being a professional you can surmount a lot of the abrasiveness that you encounter."

13. "If a black is going to make it, he should not be afraid to walk in and raise a little hell."

14. "One of the problems of white executives is that they don't know blacks and they are very sensitive on this issue."

15. "There is no mobility for blacks in industry. Can't make the move from a supervisory position to a management position."

16. "Attitude-wise, my company seems to project a very negative attitude toward blacks. This is seen in the type of management that they have. The company has hired blacks but they are not promoting them into management."

17. "It is really hard for a black man to make it in industry. There are so many hidden obstacles facing blacks."

18. "The Banking industry has enabled me to learn a tremendous amount about finance. I have some doubt as to my going as high as the average white with my background. I hope this study will do something about increasing upward mobility for blacks in industry."

19. "With the exception of my first year with the company, I have experienced a very good learning experience. I feel,

however, that I should be further up the ladder. I have seen whites with similar backgrounds moved more rapidly than me."

20. "Corporations must revamp the entire selection and evaluation process because these criteria don't apply equitably to the masses of blacks. They prevent and exclude blacks from the meaningful areas of endeavor. Blacks should not get mad, we should get smart. Whitey has used us, now we must use him. We as blacks must stop trying to prove something to the white man, but begin to have him prove something to us."

21. "I feel that so much has to be done that I am doubtful that the problem can be solved unless we give its resolution A-1 priority."

22. "From what I've seen, most corporations have passed the point of letting blacks in the door at the bottom level. The problem now is upward mobility. Blacks meet more resistance the higher up they go. Blacks need the opportunity to fail as well as to succeed without the pressures of knowing the doors will close if one of them does get a chance and fails."

23. "It just seems that opportunities are what you make them, and I feel that we as blacks must make opportunities and understand how best to take advantage of them. I am hopeful that industry will continue to open up for blacks, but I am convinced that this will take a lot of time."

24. "Industry is basically racist. This is a hurdle that incoming blacks must learn to either overcome or to accept. Blacks must see the reality of racism and learn how to effectively deal with it."

25. "My attitude is that blacks by and large are going to have to develop their own economic institutions. By doing this they can deal at arm's length with white institutions. Black professionals should be able to know what makes this country go in terms of money and economic power. Social programs do not make America. Some blacks may have to remain in the system, but they should know that they are only there to learn. You just can't negotiate change when only one side has a position of power. The best answer is just to leave the system because you can't progress inside it."

SAMPLE COMMENTS FROM WHITE MANAGERS

1. "Pin responsibility on line management. Change the role of staff to evaluation. Emphasize hiring black professionals. Develop programs of upward mobility."

2. "Equal employment should be part of the performance appraisal of superiors."

3. "There still is much bias and prejudice in the world about black managers in business. Blacks need more preparation to enter business. There is still a great deal of individual prejudice. People mask their attitudes and behavior. There are three objectives to be accomplished:
    a. Get as many blacks employed as possible.
    b. Sensitize our white employees, and our new Black employees.
    c. Get blacks advanced as far and as fast as possible."

4. "The company must make certain that black candidates be given complete training so they can qualify for available jobs. Management should guard against going overboard to insure equal opportunity. It may lead to individual failures or a negative reaction on the part of whites."

5. "We require much more educational work throughout the country on the problem of understanding black/white working relationships."

6. "One of our major problems is recruiting. We have great difficulty finding candidates both qualified and willing to come with our company. We have found a general lack of preparation and readiness on the part of the business world on the part of our applicants."

7. "We would like to hire more black management trainees. We need to get closer to the black community. There can be some differences and concerns after hiring. We do not wish to be involved in 'showcasing.'"

8. "Management must provide additional educational experience to bring technical competence up to competitive standards, particularly for those black management people from predominantly southern black colleges and universities. We have observed a rather significant positive change in the attitude of black co-workers and subordinates in our personnel."

9. "External pressures in the area of equal employment will be relaxed eventually. Blacks must concentrate on adopting positive stances and presenting themselves favorably."

10. "White managers must not allow themselves to get discouraged with individual failures, but to work toward a long range program of development of many management candidates."

11. "We need to consider this as part of performance appraisal. We need to reach understanding and agreement, but we don't have enough time. At present we have a "hire first" policy. We really do need firm policies and programs because executives respond better to directives than voluntary commitment. We need firm directives and must become aware of underlying dynamics and sensitivities."

12. "Our primary problem is with first-line supervision. These are men typically hard-hats, up from the ranks. We have tried many approaches to sensitize supervisors. It is difficult to change the attitudes of the first-line supervisor."

13. "We actively recruit in colleges and through specialized agencies. Our company tries hard to place people in the right departments. We need to support departments who take and train underqualified blacks. I am prejudiced in favor of blacks. I have managed several blacks in New York and Puerto Rico. I have actively recruited blacks and have worked extensively with them."

14. "We do not have enough blacks at the entry level and not enough skill development training. Some of our programs are too fast for the men coming into our organization. We have a problem of turnover because able blacks are attractive candidates to other companies."

15. "We do not have enough black candidates for management. Meeting competition is very difficult. In some instances we find men trading upon blackness as an advantage. What we should do is to run a series of high level black/white off-site workshops. We need to institute a series of working sessions to implement our affirmative action program. We can identify three officer level openings to seek to place black candidates. Generally speaking, there is a resistance to equal opportunity, and we tend to use "qualifications" to select, rather than performance. There is a threat posed by black competition to white middle management people."

16. "We have sought to establish a regular quota system for each affirmative action program. We are now attempting to implement it. Whites generally are unreasonable in evaluating the backgrounds of blacks rather than their present readiness. Many business people have insidious prejudices against many minority groups."

OBSERVATIONS AND INTERPRETATIONS

In our opinion, this research and our experience as consultants verifies the fact that the major corporations in this country are not providing an equal opportunity for black professionals. Many blacks are denied an equal opportunity to be hired, and many of those who are hired, are denied an equal opportunity to advance commensurate to their skills, backgrounds, and experience.

Black professionals themselves see no evidence of corporate sincerity in effectively resolving the barriers to equal opportunity, now nor in the future. It is a serious indictment against the industrial community that not one corporation in 1972 can be cited as a "role model" in the area of equal employment opportunity. What corporations are doing today is inadequate to meet the existing problems, as outlined by many of the men interviewed. Most corporations are not getting an adequate return on their investment of time and money in the area of equal employment opportunity because they lack the total information and insight required to design and implement effective policies and programs. The question that corporations must answer is .... "Do they have enough of an interest in equal opportunity to seek, plan, and implement effective programs?" Many black professionals are asserting that they do not, and will not. These men maintain that the equal opportunity that they seek is not unrealistic, and they recognize that not all blacks will achieve success in industry.

Corporations have not achieved much progress because the entire issue of equal employment opportunity is very low on the priority scale for industry, government, and education. The President and chief operating officer of a major conglomerate recently stated to a group of industry executives that his philosophy was one of not forcing operating management to change rapidly. Achievement to him was having a black foreman supervising whites in a plant. The fact that the corporation had no blacks in professional or managerial positions at corporate or divisional levels was effectively discounted as an issue of no consequence to the financial and managerial success of the firm. Hopefully, not all corporate Presidents will so easily dismiss the issue of equal opportunity. Corporate Presidents will demand that operating management meet certain profit ratios, and that investments meet a minimum return ratio. They have not demanded that operating management resolve barriers that keep blacks from participating in corporate growth at all levels to the fullest extent of their backgrounds, abilities, and skills. As a result, black professionals see their chances for making it to top management as "slim and none," to use a colloquial phrase which succinctly represents their views.

Recruiting is one part of the problem and these black professionals make the following indictments with respect to the recruiting approach of major corporations:

(1) White recruiters are insensitive to the backgrounds, values, and aspirations of blacks.

(2) Campus interviews frequently reflect little interest in them by the recruiters. It appears to many blacks that these interviews are an exercise merely to fulfill an obligation rather than a serious consideration of them for jobs.

(3) Recruiters want only the top black student academically, but will accept academically "Average" whites.

(4) Corporations prefer recruiting blacks who graduate from traditionally white colleges and universities to blacks who graduated from traditionally black colleges and universities without respect for individual merit and achievements.

(5) Companies frequently send black recruiters to traditionally black colleges and universities hoping for rapport. It is not always true that because he is black, he will be able to attract other blacks. It is apparent in some instances that the black men sent is not a knowledgeable

recruiter, and he cannot therefore provide the potential black candidate with the information required about the company and its opportunities for him.

Selection and placement also are criticized by these black professionals in citing the type of discriminatory treatment that they receive. Some of these are:

(1) Blacks are frequently assigned to positions below their educational and ability levels. In these positions, they work along with whites who do not have degrees. A typical example is that of a black engineer whose first position is in Drafting along with white technical high school graduates.

(2) Blacks are often placed in positions of high visibility, but little responsibility. Corporate management tells blacks that they want them to succeed, and therefore want them to "prove themselves" at a lower level first. This is a frequent complaint of black MBA's who find a great deal of frustration in doing menial and routine work while white MBA's who are also new entrants, get challenging and responsible assignments.

(3) A number of blacks found that even when assigned a line position, they are placed in a position where there is a high risk of failure. For example,

a black is given a rapidly declining product line, or a generally unproductive territory while whites get more potentially rewarding assignments.

Promotional opportunity is a "sore point" with virtually every black professional interviewed. Even those blacks who credit corporations with bringing blacks into the company, state that few have risen to the top. Corporations who go on the outside to bring in top whites from the military or government, or even from other corporations believe that all blacks should be promoted from within. Yet even those who have been "in the system" reach a certain plateau where they are destined to remain. These men cite many of the following problems in making their case for equal promotional opportunity:

(1) Corporations are reluctant to place black men as managers over white professionals. Because of this apparent reluctance, many of the best qualified blacks are only promoted into staff positions rather than to line positions.

(2) Along the same lines as the above, these men believe that top management is afraid to put blacks in a key position where there are major risks to the corporation if he fails. Whites are permitted to try and thus succeed or fail, and suffer the

consequences of failure or reap the benefits of success. Blacks are not given a chance to do either.

(3) Blacks are often penalized by unfavorable reviews that may be given by a "biased" manager earlier in his career. They are not given an opportunity to refute these reviews, and future managers fail to question the validity and reliability of the opinions offered in the review. Only when the black confronts management about his problem are the reasons revealed for his failure to be promoted.

(4) If a corporation has promoted a black who has not succeeded, there is an extension of his failure to all blacks. Management often fails to question why a black has not succeeded--did they use incorrect selection standards? did they provide sufficient support? were there external circumstances prevailing which contributed to failure? Other blacks who come along requesting a promotion are reminded of the one-time attempt, and told that they must be patient. Clearly this thought process is not used with whites.

(5) Blacks are often placed in the position of being "wrong" even when they seek redress of grievances. If they believe from all available evidence that

> their present manager is prejudiced against them and they take their case to a higher management level for a hearing, they are penalized as "trouble-makers" and their careers are irreparably damaged. If they do nothing about the situation internally and leave the company, they are branded as unstable job-hoppers. When they cite their real reasons for leaving in interviews for another position, the manager thinks that he is overly-sensitive and covering up for lack of ability. Black professionals who find themselves in this psychological predicament feel that their career growth is hindered because they must deal with problems and situations that whites do not have to face.

In order to deal more effectively with these problems, blacks are increasingly finding the need to organize and present a united front to management. We have witnessed blacks in several corporations organizing to present their case to the President and Board. One case involved the refusal of blacks to talk with any lower level executives, feeling that only the President had the authority to commit the corporation to corrective action. They formed a non-profit corporation to sue the corporation on compliance. This type of militancy has been a direct result of the lack of attention that has been given to the issue of equal opportunity by management. Unfortunately, it has resulted in "crisis" attention and programming without benefit of substantive information and thought.

Black professionals have also organized into local and national groups with the common purpose of stimulating greater opportunity for career growth. These groups are occupationally oriented, industrially oriented, and at least two are broad in their scope covering all industries, professions, and occupational levels. These groups are hindered by the lack of funds to effectively lobby and present their case to industrial management. If they are able to enlarge their organization and find the necessary monies, they will make themselves heard in the nation's Board Rooms in support of the problems just briefly reviewed in this report.

Early industrial efforts to provide equal employment opportunity began with a focus entirely upon recruitment. The job categories selected were those where a critical shortage of whites existed, with engineering as a primary example. Job specifications were published in traditionally black media requiring specific experience or education that blacks generally did not have. Corporations sought, and are still seeking, black Chemical Engineers, Patent Attorneys, and C.P.A.'s. In our opinion, this gave them an opportunity to state that blacks could not be found for their available openings.

The next phase for most corporations was to pre-select certain professional positions in personnel, sales, accounting, and manufacturing for the recruitment of blacks. Through college and professional recruitment, blacks were sought to fill these positions. Essentially, blacks were invited to fill the bottom levels of the corporate pyramid. Upon hiring, these corporations quickly placed photographs and stories into the media highlighting their "First Black." No thought was apparently given to what would be the future for these blacks. One could conclude that corporate management felt that these blacks would contentedly "sit by the door" for the rest of their career. This did not happen, and the problem of upward mobility quickly arose as blacks performed well in the jobs assigned to them.

Industry raised salaries, made lateral moves available, and placed blacks in staff positions with longer titles, such as Special Markets Managers, and Director of Urban and Minority Affairs. Few went into line positions, and into supervisory or managerial positions with a budget, authority, and responsibility. For these reasons, the black corporate executive is rare. There are no black corporate officers in the major Fortune 500 corporations, and none in operating management who are on Boards of Directors. There are approximately 188,437 [1]blacks loosely classified by corporations as being in professional, technical, and managerial positions in corporations. Deleting those blacks classified in technical positions, there are only 109,108 blacks in salaried professional and managerial positions in major corporations. This number represents only 16.5 percent of those blacks with 4+ years of college or 1.15 percent of the total black labor force. The ratio of whites in professional and managerial positions is 46.43 percent of the total with 4+ years of college, or 6.22 percent of the white labor force.

The status of black male professionals in industry as of 1972 is not overly encouraging. Only one black can be cited as a divisional President, although several blacks are Vice-Presidents for divisions. As of this writing, thirty-five blacks serve on Boards of Directors of major corporations. [2]Corporations have only recently moved in this direction to assure that at least one black is given an opportunity to participate in the policy-formation process. How effectively these thirty-five blacks can influence policies and programs relating to equal employment opportunity remains to be seen. Although these are influential black men and women who are outstanding, there is no reason to automatically believe that they have the technical insight and information required to assist these corporations in planning meaningful policies and programs. The fact that this should even be their role is questionable. One can only hope that placing blacks on corporate boards is not the "window-dressing" of the past at a higher level, and that this is one step toward positive change in the utilization of blacks. A few blacks have slowly moved into responsible line positions as product managers, and accounting managers. In the broad area of personnel, industrial relations, and community relations, there are a larger number of blacks who are employment managers, urban affairs managers, and personnel relations managers. There has indeed been a degree of progress, but all too slow, and still too little, considering the number of blacks who have the ability and industrial experience required to move into more responsible positions.

---

[1] See Table 19 in Technical Appendix.

[2] "Business and Society" newsletter, April 4, 1972, Volume 5.

While this research shows that blacks believe that they do not have an equal opportunity with whites, it also shows a wide diversity of opinions of blacks in evaluating their industrial experiences. Not all blacks are dissatisfied, and one would be surprised if all were. This diversity of opinion shows more than anything else that there is not just a black problem that has to be resolved. Blacks have different levels of sophistication and awareness of industry, and different career expectations and aspirations.

Blacks function in different work environments even within the same corporation. The black in Sales has pressures and responsibilities that differ significantly from the pressures on the black in Research, or the pressures on the black in Personnel. The corporation for many blacks is represented entirely by his department and with his manager. If he has a good manager with whom he relates well, and has challenging work, the corporation appears good. If he has a biased manager or one who appears to be uninterested in his career and responsibilities below his ability, he sees the corporation as bad. This is true for blacks and whites alike although blacks may often be more sensitive to the corporate environment because he has doubts about the real existence of equal opportunity.

This does not imply that there is no exchange between blacks in a corporation. As discussed earlier, they are meeting with each other to compare notes on career progress, and sharing feelings and perceptions to get the larger corporate picture. All too often there are not eough blacks in any one location of a company to have a meaningful exchange. The fact that many blacks in New York and Philadelphia are disenchanted, pessimistic, and militant may be due to their being at corporate headquarters in sufficient numbers to really see a pattern of discrimination, as opposed to only seeing isolated cases.

Black professionals are evaluating themselves against the whites with whom they work, and many are finding that they are more qualified by education, ability, and experience. Certainly almost all of them think that they are at least equally well qualified as whites on these same standards. In spite of these comparative analyses of qualifications, some blacks believe that their career progress has not been at the same pace as that of whites with whom they work. Those blacks who evaluate their career progress as greater than that of whites with similar backgrounds attribute more rapid movement to the desire of the corporation to "showcase" and to have a black that they can point to as their success story. Many of these men feel that their career will reach a plateau soon, and that rapid progress will not characterize their future career in the company. In both situations of greater or less progress, it is clear that race has been a factor and that the concept of equal opportunity is not operating as it should.

Managers often do not want to face their own biases and prejudices in dealing with blacks. In our attempt to survey the attitudes of managers, the most important result obtained was their general unwillingness to participate in this research. While we recognize that many corporations have policies that relate to nondisclosure of information, it is our opinion that many men used the policy as a cover for their general reluctance to analyze their own attitudes and perceptions toward blacks. This is the heart of the problem between managers and the blacks whom they supervise. In the course of more than eight years of consulting, we have found that subtle forms of racism between the black professional and his manager have been the stumbling block to career progress. Because many managers have little exposure to blacks, particularly black professionals, they simply are not aware of the cultural norms, aspirations, and values that blacks have. Managers frequently allow their general perceptions of blacks as domestics, "welfare chiselers," or "poorly educated people, but great athletes," to affect their evaluations of all black professionals with whom they work. Certainly, the fact of working with more blacks has changed the attitudes of some managers. Unfortunately, the black who performs well and has all of the white-oriented background plus factors (Ivy League college and graduate school) is looked upon as the exception, or established as the standard. Every black thereafter has to be "superior" to be considered as equal to the opportunities generally given to "average" whites. Blacks in industry have witnessed so many examples of this kind of managerial attitude that they feel frustrated and are becoming increasingly disillusioned with the system. For these reasons, many blacks do not believe that present corporate policies and programs relating to equal employment opportunity are effective. Their disillusionment also explains much of their pessimistic view of equal employment opportunity for black professionals in industry. They point out that no evidence exists to indicate that top management will pressure lower managerial levels to change, and they know that change will not come about without a strong action commitment from top management.

The blacks who are most dissatisfied are the young and the highly skilled (MBA's, Engineers, Scientists). They represent the future for many corporations if they can be retained and advanced in accordance with their abilities. Industry is apparently not hearing their dissatisfaction nor seeking their advice. Rather industry is listening to softer and more acquiescent voices who are largely unwilling to provoke the system to put sincerity and action behind "equal opportunity employer" slogans.

An embittered and negative message is subtly being communicated to other blacks from those who feel strongly that industry has no real commitment to equal opportunity. Blacks are saying that the problem is internal, and that middle and lower management levels are permitted to overtly and covertly discriminate against them because those at the top refuse to become actively concerned and involved. Industry is accused of always acting "after the fact" and never moving ahead of the challenge of equal opportunity. Evidence bears out this point which was frequently made by these men.

When we look at individual industrial groups, we see the small proportion of blacks classified as officials and managers, or in professional occupations. Within each industrial group, after the top two to three companies, there is little if any representation of blacks in professional and managerial positions. The Industrial Research Unit of The Wharton School of Business and Finance, University of Pennsylvania, has conducted many industrial studies of the racial policies of American industry. While this data is six years old, and may not accurately apply to the current situation, in our opinion, little change has occurred in the statistics. The majority of these 21 industries had less than 1.5 percent black representation in managerial and professional positions. Exhibit 7 is a table illustrating the number and percent of blacks for 21 major domestic industrial groups. Several industrial groups where many blacks are employed in managerial and professional positions were not included in these published studies. They are food and household consumer products; office equipment, beverage; advertising, printing and publishing; and communications. In these groups, we know that the percent of blacks in managerial and professional positions range from less than one to no more than four percent. These estimated figures are based upon private research studies that we have conducted for clients, and estimates from persons in equal opportunity managerial positions in leading firms in these industrial groups.

Corporations joined Plans for Progress and The National Alliance of Businessmen, but these organizations have not applied any real pressure on its members for significant and meaningful change. Industrial associations have been notably lacking in providing information and prodding member corporations. Occasionally one finds an issue of a trade or industrial publication that highlights a "success story" of minority employment, but rarely do they attempt to seriously analyze the reasons for this man being unique. The major general business publications generally pay scant and superficial attention to the real problem of equal employment opportunity in industry.

Corporations usually consider the issue of equal opportunity when a crisis arises, externally or internally. We believe that a "crisis" is in the making and that now is the time to make equal opportunity a top priority item on all corporate agendas. In a recent issue of Business Week, an article describes the kind of crisis situation that results from a corporation's underestimation of the dissatisfaction of blacks in salaried and managerial positions.[1] This article describes a corporation that fired 19 black managers from one of its plants, after these men filed complaints about the company alleging discrimination in pay and promotion with the Equal Employment Opportunity Commission, and the Fair Employment Practices Commission. The men had called in sick as a protest, and they refused to come in. Management suspended them for a day, and advised them that they would be fired if they did not return the following day. Early attention and planning may well have avoided this clash between blacks and management which is clearly detrimental to both sides. This incident is a forerunner of the future if corporations fail to act on their own to resolve problems relating to equal employment opportunity.

The Wall Street Journal of June 1, 1972 documents another case in which a black MBA graduate is charging a Wall Street securities firm with denying him a job because of his race. The charges allege that in a recruitment interview held on his campus in June 1970, a representative of the firm advised him that his application for employment would not receive further consideration because of his race. The young man involved has filed suit against the firm. The university from which he graduated supported this black MBA graduate, and refused to permit the securities firm involved to continue to recruit MBA's on their campus. This case illustrates not only the refusal of blacks to continue to accept discriminatory practices by industry, but also the role that universities should assume in assuring that their potential graduates are fairly evaluated by the corporations that recruit on their campuses, without respect to race, creed, religion, or sex.

---

[1] "A 'hire blacks' drive backfires," Business Week, April 29, 1972, Number 2226, pp. 23-24.

The problem is not, however, just that blacks are underrepresented in professional and managerial positions, nor that they are not hired. Our study reveals the problems of the small proportion of blacks who have gained entry into industrial corporations. They recognize that more blacks should be hired, but they also are concerned that the prospects for equitable advancement, once in, are not very encouraging. Many blacks are saying, "Do something for the blacks that you have, before you become concerned with adding more." Corporations must face the reality that equal opportunity policies and programs must deal with a wide range of internal and external problems, and their commitment has to extend beyond the slogan, "An Equal Opportunity Employer." There are indeed some whites in corporations who are sensitive to the problem of equal employment opportunity, and who are individually making exceptional efforts to promote change. Many corporate officers are concerned, and need only to initiate action programs to bring about the reality of equal opportunity.

Government and education, as well, have many individuals who are and have been strong advocates for equal employment opportunity for minorities at all levels. Today, there is a need for those in industry, government, and education to join with blacks in seeking positive change through the institution of effective affirmative action programs, and the fulfillment of legal commitments to equal employment opportunity.

Top corporate management should recognize that resolving internal problems that hinder the successful fulfillment of equal employment opportunity goals and objectives will not be easy. Resistance to change may well be encountered from middle and lower managerial ranks. Internal programs must, however, be developed and implemented which will permit corporations to attain short and long-range goals in a manner that will engender the maximum amount of support and co-operation from all levels. If corporate program goals are clearly and specifically defined, with the inclusion of a review process, the positive action expected should become evident.

RECOMMENDATIONS

Recommendations are being presented relating to the roles of industry, government, education, and blacks required in the resolution of problems of discrimination in employment. There are limitations and restraints on all participants in the change process, but all of these institutions and blacks can work together to understand the dimensions of the problem, and to resolve all barriers to the fulfillment of equal employment opportunity.

Industry

1. The senior, policy-making executives of major corporations must ensure that action-oriented operational programs are instituted that relate to the recruitment, placement, training, and promotions of black professionals. Top management must become directly and personally concerned with the equal employment problem, not for social or moral reasons, but because corporations who engage in business with the government have a legal obligation to comply with laws against discrimination. The issuance of a policy statement alone cannot be the sole activity of top management in the hope that middle management will positively react. Lower management levels will not do any more than top management demands through the priority placed upon problems of equal opportunity employment.

2. Many corporations will have to examine and re-define personnel policies and procedures relating to hiring and promotions. This should also involve an evaluation of the appraisal process to determine the fairness of this process to all employees, and particularly with respect to blacks. While the appraisal process as a system may be objective, the people doing the appraisals may not be objective.

3. Awareness training programs should be initiated for all managerial and supervisory personnel. These programs should have the purpose of assisting managers in understanding the cultural norms, values, attitudes and perceptions of blacks. Information should be made available to assist managers in recruiting and selecting black professionals relative to the skills, backgrounds, and experiences that they bring to the industrial environment.

4. Regardless of rationalizations and arguments to the contrary, management must hire black professionals at all levels of the corporate pyramid, from the bottom to as far up as they may go on the outside to attract managerial and executive personnel. There must be recognition that blacks are available with the requisite backgrounds to fill positions above the entry-level stage. This recognition can only come from utilizing knowledgeable and expert resources who can provide data on the availability of blacks for middle management and experienced positions.

5. The management development programs that exist for whites must be opened to blacks. It is incumbent upon management to provide further education and training for blacks to enable them to have an equal opportunity for promotions. This should include both internal and external management development programs that corporations support. One major corporation has three white high school graduates in a Master's Degree Executive program at one of the top five graduate schools of business. This opportunity was not provided by the company to even one black college graduate with demonstrated ability and potential. This kind of inequality must be recognized and rectified.

6. To ensure progress in any proposed program, the implementation of equal opportunity must become part of the performance appraisal of all managers. Standards of expected performance should be specifically stated along with concrete goals and objectives to guide managers in responding to this directive. Just as managers respond to profitability expections, they will exert more effort in the area of equal employment if their own compensation and promotion depends upon their performance in this area.

7. Research data must be obtained from all available resources relative to the background and experience of black professionals. An effective program cannot be designed without knowing the population characteristics of black

professionals from which potential employees may be drawn. With this kind of information, realistic and achievable employment objectives can be established. This type of data is also helpful in prodding departmental managers who are resistant to change and to whom it must be proven that blacks exist with the particular skills, abilities, and experiences that they require.

8. An effective program has to be well planned and should include a budget, program timetables, and periodic evaluation by top level executives. The person who has responsibility for the conduct of the program and the evaluation of its success must have the authority to take whatever action is required to facilitate internal compliance with the corporate program. The program should be concerned with all aspects of equal employment opportunity including recruitment, selection, placement, training and promotion.

9. To assist the corporation in evaluating present programs and revising them, top management should evaluate the information and expertise of both internal and external resources who may be utilized in an advisory capacity. A black in Personnel or a black in a managerial position may or may not be bringing to the corporation the most meaningful and recent information and background required for analysis and planning. This is equally true of any whites that are frequently given this problem to resolve due solely

to their position in the company. Corporations may benefit from a combination of internal and external resources to ensure that an objective, knowledgeable and expert review and analysis will be conducted.

Frequently, internal resources have a vested interest in their own programs and approaches which may prevent the top corporate management from obtaining an accurate and objective review. External and internal resources working together can mesh internal corporate knowledge and information with external expertise and objectivity, thus providing top management with a better review and comprehensive, realistic programs.

10. Industrial associations should take a more active role in assisting member corporations by providing them with research information, and guidelines for the achievement of effective equal employment opportunity programs. Intra-industry studies may be conducted to identify problems peculiar to the industry, and available consulting resources may be utilized to bring factual information and expertise to bear upon the resolutions of these programs in a manner consistent with overall corpoate and industrial objectives.

Associations conduct annual meetings in which they discuss mutual industrial problems. Certainly, some part of these meetings should be devoted to issues relating to equal employment opportunity.

Twenty-two of these associations are listed below as examples of some relating to industrial groups in which many blacks and other minorities interviewed in this study are employed. Others are industrial associations who attract many industrial executives at the level where equal employment opportunity policies and programs are initiated. It is hoped that these and other associations will be the prime movers of change in industry.

American Association of Advertising Agencies
Aerospace Industrial Association of America
International Bankers Association
National Association of Broadcasters
Business Equipment Manufacturers Association
Chief Executive Forum
National Association of Food Chains
American Gas Association
American Insurance Association
Magazine Publishers Association
American Management Association
National Association of Manufacturers
American Marketing Association
American Newspaper Publishers Association
American Paper Institute
Society for Personnel Administration
American Petroleum Institute
Pharmaceutical Manufacturers Association
Rubber Manufacturers Association
Soap and Detergent Association
American Textile Manufacturers Institute

11. In order to compete successfully in the market, every corporation must be adaptive to its ever-changing environment. An analysis of the industry outlook provides the framework for strategic planning and policy revisions consistent with newly developed strategies. Organizational resources must be examined to determine the capability of

the organization to implement the strategy. Finally, the execution process is assessed with respect to timing, human resources, and controls. This same process which is applied to major corporate decision-making should be equally applied in the area of equal employment opportunity. Corporations recognize that change in one aspect of the system affects other parts. Problems are viewed are multi-dimensional requiring a systematic, analytical approach.

Thus the problem of equal employment must be viewed as more than bringing people in or signing policy statements, or attending luncheons sponsored by minority-oriented organizations. No corporation would survive if it applied the vague, "crisis-oriented," unstructured, and uninformed techniques frequently given to equal employment opportunity problems to its marketing, production, and financial problems. Corporations protest that they do not want to impose change upon their managerial ranks when challenged to do a more effective job of recruiting and upgrading minorities at all levels. Yet change, even radical change, is imposed upon managerial personnel constantly in order to stay ahead of or at least even with the changing industrial environment.

Where there is no commitment, there is no action, and excuses for maintaining the "status quo" are easily found. No corporation, even those who have substantial numbers of minorities, can afford complacency and satisfaction. If the problem is not bringing more blacks in, then there is a problem of what is done with those blacks already hired. Regardless of the stage of development, there are serious problems to be faced and resolved. A corporate recruiter in an unpublished article on the recruiting of blacks ranked all traditionally black colleges and universities as 0 or 1 on a 10-point scale of excellence. We do not apply this same kind of ignorance in the ranking of corporate efforts in equal opportunity. Our recommendation, however, is that the issue be faced, and that a commitment for change be given by top management so that the process of examination, appraisal, and revised programming can be initiated. Every corporation has to define the stage of development and the degree of achievement that they have made, and determine how to effectively move to the next level. They have an economic and a legal commitment to fully utilize all persons without discriminating by race, color, creed, religion, or sex. Those who are involved now, can do much more; those who are not involved, must become involved to meet these economic and legal commitments to equal opportunity.

Government

1. Government must support the compliance officers of each department and EEOC by providing them with the budget required to hire the necessary staff and consultants required

to fulfill their responsibilities. Many of the persons assigned to these positions do not possess sufficient information, and expertise required to assist corporations in meeting their legal responsibilities in compliance. If government plans to assume a technical assistance role, there must be an appropriate investment of money to ensure that knowledgeable people are hired in sufficient numbers to render meaningful assistance.

Government frequently makes the same error that corporations make by assigning people to compliance jobs either because they are black, or they are interested whites, without analyzing the degree of expertise that they can bring to the position. Insufficient training is given to compliance personnel to supply them with the information that they require to effectively function. Government should revise selection standards and provide the necessary training in order to achieve any substantial success in providing valuable technical assistance to industry.

2. In order for corporations to take governmental statements about equal opportunity seriously, goverment must take a positive stand through its actions. There must be concerted pressure from government to stimulate many corporations to move in this area. Political considerations must not be permitted to keep government from the full pursuance of compliance with laws relating to equal opportunity. Government

must concern itself with many corporations who flagrantly are in violation of both the spirit and letter of non-discriminatory laws and require them to live up to their contractual commitments to equal employment opportunity.

3. Government is not the best role model for corporations at federal, state, and municipal levels. Focusing upon the federal government, however, recent studies show that most blacks and other minorities are at lower levels, and few are in managerial and professional positions. It is difficult for the federal government to demand that corporations act more equitably toward blacks than government is presently doing. A primary role of the federal government must be to recruit and upgrade more blacks to higher level positions with budgetary responsibility and authority.

4. Governmental agencies who have the responsibility for compliance should review the techniques that they use to evaluate corporate compliance. Quantitative data is basically the sole measure of compliance used by most compliance officers.

Other factors are extremely important, and should be reviewed. Some of these are as follows:

(a) Turnover of minorities compared to general turnover, and analysis of differences

(b) Training programs available and rate of participation of minorities in external and internal training programs

(c) Internal compliance review procedures to ensure that managers are evaluating and promoting minorities in an equitable manner

Although companies may submit affirmative action programs, government must insist upon objectives and program timetables being included, and analyze each year how well corporations are meeting their own objectives and programs. Mere numbers alone cannot be relied upon to validate whether or not corporations are meeting their contractual and legal obligations in the area of equal opportunity. As an example of one aspect of a full corporate program to promote equal employment opportunity, a corporation should require that its suppliers have affirmative action programs, and provide equal opportunity to all minorities. Government should and can make this a stipulation for all major contractors.

Education

1. The world of education has the responsibility of preparing black professionals for competitive achievement in the world of business. Every educational institution should aggressively recruit blacks for undergraduate and graduate study, and provide the training required to ensure their competence. They should analyze their selection criteria to make sure that blacks are not excluded because white admission officers use their own norms and cultural values in selecting blacks.

2. Black educational institutions should make every effort to modernize their programs to reflect the skills and background requirements of industry today. To develop these programs will probably require assistance from government and industry, but these institutions should take the initiative in preparing long-range developmental plans, and challenge industry and government to provide the support required.

3. Educational institutions must concern themselves with the problem of equal employment opportunity in industry, government, as well as in their own ranks. Since most major corporations are permitted to engage in on-campus recruiting, educational institutions can withhold this privilege from corporations who fail to hire blacks and/or fail to offer blacks hired an equal opportunity for career growth and advancement. This move should be considered by both traditionally black and traditionally white educational institutions. Fair and objective criteria can be established to assist in determining the posture of corporations who seek to use the college campus as a resource, yet are unwilling to provide an equal opportunity to all of the graduates of the institution. We previously noted one institution that took this stance, and encourage this type of action as another effective means of promoting change.

4. The professional development programs that many educational institutions sponsor for executives in industry should include problems relating to equal employment

opportunity in their curriculum. This is a major managerial problem that is certainly as important as marketing, manufacturing, or finance. In courses relating to management, some time should be devoted to analysis of problems relating to equal employment opportunity, and to devising methods of resolving these problems.

Black Professionals

1. Black professionals in industry must make their dissatisfactions known to top management, concretely illustrating their problems and perceptions of the lack of equal opportunity. A joint analytical presentation of the facts along with recommendations for management's consideration can be an effective stimulus for change. They should also recognize that they may not have all the answers to resolve the problems, and should suggest that the corporation utilize other internal and external resources to objectively review the inequities observed, and propose solutions to these inequities.

2. Although equal opportunity is not a reality, black professionals should also recognize that corporate politics and competitiveness also exist. Everything negative that happens to blacks is not always because they are black. Promotions should not be sought on the basis of blackness but on the basis of competence and demonstrated job performance. Blacks who enter the industrial world must be psychologically

prepared to deal effectively with the intensive competition that they will face as they seek to rise to higher levels. The issue for blacks must not be special consideration, but equal access to the competition without having to be a "superman" or "superwoman" to achieve the goal.

3. Black professionals should not let fear of losing a "good" job or anxiety with respect to their own abilities keep them from actively pursuing the cause of equal opportunity. Some corporations have been sufficiently astute to hire some blacks who themselves ensure that few other blacks are hired. Blacks who find themselves in this position are doing themselves, the corporation and other blacks a disservice. Showcasing and "Uncle Tom" attitudes have never been helpful, and cannot be tolerated today. Black themselves must "rock the boat," and point out the problems and inequities that exist in corporations. Blacks must be the agents of constructive change rather than the visible barriers to change.

4. Movement within the corporate structure frequently means relocation. Blacks have historically been reluctant to relocate, due to problems in housing, and potential problems relating to their being in small communities that have few, if any,black families. Blacks must compete in the relocation ball game if they expect to achieve higher level positions. This is the reality of corporate life, and it is a difficult,

but necessary realization for blacks. Corporations should, however, provide sufficient relocation assistance to blacks to resolve housing problems, and also make an attempt to have more blacks at all of its locations to ease the adjustment problems that occur.

SUGGESTED FUTURE RESEARCH

1. Black male professionals in many major southeastern cities were not included in this study because corporations in this geographical locale have not provided any substantial number of opportunities for them. Yet the southeast has a large and excellent resource of black professionals who meet qualifications for professional employment. Research should be conducted relative to future prospects for black professionals in the southeast. It is important to examine the southeastern market in terms of opportunities for professionals, and assess the problems that have been preventing significant access of black professionals to the available opportunities.

2. The attitudes and experiences of black female professionals should be investigated to determine any differences from black male professionals. The key question here is whether or not being black and female has given them any advantage or a disadvantage felative to black males. While such a study could be restricted to women in industry, the larger population of black women in all non-governmental professional and managerial positions offers a wider area for examination.

3. A series of industrywide studies of black professionals and managers would highlight problems peculiar to various

industrial groups. The cooperation of industrial associations would be required, but such a study could facilitate thorough problem analysis, and could result in a proposed model program for corporations in the industry to follow to increase equal opportunity for Blacks.

4. This same group of Black male professionals should be restudied in three years to assess changes in attitudes and perceptions of their industrial work experience.

TECHNICAL APPENDIX

DESCRIPTION OF RESEARCH STUDY DESIGN

The 500 black male professionals were selected from the research files and resumes of Recruiting Management Consultant, Inc. from among data on more than 300,000 black professionals in fifty-three disciplines. Exhibit 1 shows the projected and actual stratified sample that was followed to study a representative number of blacks by industrial classification and city.

Ten cities were selected on the basis of their being major centers of industrial employment, having a substantial black population, and having a number of blacks employed in professional positions. These ten cities were New York, Chicago, Los Angeles, Philadelphia, Detroit, Baltimore, San Francisco, Houston, St. Louis and Cleveland.

The black male professionals were selected to conform to statistical data from the Handbook of Labor Statistics for July 1970 as follows:

CIVILIAN LABOR FORCE - NON-WHITE

SELECTED STANDARD METROPOLITAN STATISTICAL AREAS

Metropolitan Area	(Data in thousands) Civilian Labor Force	Percentage	Projected No. for Sample
New York	640	22.7	112
Chicago	390	13.8	69
Los Angeles	370	13.1	66
Philadelphia	360	12.7	64

Detroit	270	9.6	47
Baltimore	200	7.2	35
San Francisco	200	7.2	35
Houston	150	5.2	27
St. Louis	130	4.6	25
Cleveland	110	3.9	20
Totals:	2,820	100.0	500

Subjects were personally interviewed in the ten cities listed above since these metropolitan areas are the ten largest centers in terms of non-white civilian employment, excluding Newark and Washington, D.C.

From the Handbook of Labor Statistics-July 1969, the following enterprise classifications were used to select subjects based upon the percentage of non-whites in the labor force in each area.

STANDARD ENTERPRISE CLASSIFICATION

Enterprise	No. in thousands	Percentage	Projected No. for Sam
Construction	3,241	5.7	28
Manufacturing-Durable	11,753	20.3	103
Manufacturing-Non-Durable	8.237	14.5	73
Transportation, Communications, Electric, Gas, & Sanitary Services	4.409	7.9	39
Trade-Wholesale	3,766	6.6	33
Trade-Retail	11,358	20.1	100
Finance, Insurance & Real Estate	3,421	6.1	30
Services	10,658	18.8	94
Totals:	56,843	100.0	500

Agriculture and Mining were excluded from the study.

Research data on black male professionals was organized to meet the criteria of city and industrial group. Participants were then drawn randomly to match up the sample requirements by enterprise and geographical locale. Where our existing research data was insufficient for a given enterprise, this existing data was supplemented by additional research to provide a sufficient resource from which subjects could be randomly drawn.

An important additional criteria for selection was that every subject must have been in industry for a minimum of one year. Some participants in the study were no longer in industry, but met the criteria of having been in industry for at least one year.

Exhibit 2 shows the original study design which included interviewing the manager, a representative co-worker, and subordinate of 100 of the black study subjects. Participants were asked if they would give permission for us to approach their immediate supervisor to request their participation in the study. In accordance with the original design, 230 managers were asked to participate in the study in the ten cities. The plan was to obtain 20 per cent representation from each of the cities in proportion to the number of black professionals in the study from that city, as follows:

Original Sample Design for Managers

New York	22
Chicago	14
Los Angeles	14
Philadelphia	13

Detroit	9
Baltimore	7
San Francisco	7
Houston	5
St. Louis	5
Cleveland	4
Total	100

Managers were asked to select a co-worker of the subject whom he thought would be representative of the group, and a representative subordinate, if applicable.

Research Procedures

The 500 black professionals were interviewed personally by staff members of RMC, Inc. using a standard questionnaire to collect data on the following:

(1) Personal and educational background

(2) Associations with whites

(3) Pre-industrial work experience

(4) Industrial work experience

(5) Present employment (if not industrial)

These interviews were conducted during the period of April - September 1971 in private, and lasted from one-half hour to forty-five minutes. The introductory letter and the standard questionnaire are included in this Appendix as Exhibits 3 and 4.

The managers were interviewed by Dr. Edward J. Keyes, a white psychologist, using a standard questionnaire to collect data on the following:

(1) Associations with blacks in early childhood and adolescence

(2) Associations with blacks presently

(3) Present work environment

(4) Evaluation of black employees

These interviews were conducted during the period of June through September, 1971 in private, and each lasted approximately one-half hour. The introductory letter and standard questionnaire used with all managers are included in this Appendix as Exhibits 5 and 6.

STATISTICAL TABLES

Table 1

Pre-Industrial Work Experience by City

Area of Work

City	None	Government[1]	Education	Social Service	Other[2]
Baltimore	25	2	4	1	1
Chicago	47	8	9	4	1
Cleveland	16	1	2	1	1
Detroit	28	10	8	2	1
Houston	19	4	2	0	1
Los Angeles	39	22	5	2	1
Philadelphia	46	9	4	5	0
New York	75	18	10	4	3
San Francisco	20	8	3	3	1
St. Louis	16	6	0	2	0
Totals = 500	331	88	47	24	10

1. Government includes six subjects whose sole pre-industrial experience was military service.

2. Other includes 5 self-employed; 2 in professional sports; and 3 in unskilled industrial jobs.

Table 2

Degree Levels by City

	Bachelors	Graduate Professional Degrees (Law, Business)	Master's	Ph.D.	No Degree
Baltimore	30	2	1	0	0
Chicago	43	17	4	1	4
Cleveland	16	4	1	0	0
Detroit	34	9	5	0	1
Houston	24	2	0	0	0
Los Angeles	43	8	4	9	5
Philadelphia	50	5	7	2	0
New York	56	37	8	3	6
San Francisco	26	2	7	0	0
St. Louis	20	1	3	0	0
N = 500	342	87	40	15	16
(Percent)	(68.4)	(17.4)	(8.0)	(3.0)	(3.2)

Table 3

ACADEMIC DISCIPLINES

DISCIPLINES	NUMBER	PERCENT
Science	36	7.2
Engineering	42	8.4
Business - Graduate (MBA)	60	12.0
Law	27	5.4
Business and Related - (Bachelors)	140	28.0
Other Disciplines	179	35.8
No Degree	16	3.2
TOTAL	500	100.0

Table 4

REGION OF PRESENT RESIDENCE

Region	Number	Percent
Mid Atlantic (New York, Philadelphia)	174	35.0
East North Central (Chicago, Cleveland, Detroit)	139	28.0
West North Central (St. Louis)	24	5.0
South Atlantic (Baltimore)	33	6.0
West South Central (Houston)	26	5.0
Pacific (Los Angeles, San Francisco)	104	21.0
Total	500	100.0

Table 5

Changing Residential Patterns by Geographical Region

Present Region of Residence vs. Region of Residence During Adolescent Years (Ages 13-19)

Region	Percent Living in Same Region
Mid Atlantic (New York, Philadelphia)	75
East North Central (Chicago, Cleveland, Detroit)	70
West North Central (St. Louis)	52
South Atlantic (Baltimore)	25
West South Central (Houston)	35
Pacific (Los Angeles, San Francisco)	84

Same - 55%

Different - 45%

Table 6

AGE CLASS INTERVALS

Age Ranges	Number	Percent	Cumulative Percent
Under 25	40	8.0	8.0
25-29	132	26.5	34.5
30-34	156	31.3	65.9
35-39	79	15.9	81.7
40-49	67	13.5	95.2
50+	24	4.8	100.0
	498	100.0	100.0

Median Age

Table 7

WORK ACTIVITY BY LEVELS OF RESPONSIBILITY

Levels	Number	Percent
Technical Specialist	360	73.5
Manage Workers	113	23.1
Manage Managers	20	3.5
Total	493	100.0

(See definition of levels on page 17.)

Table 8

SALARY RANGES

Salary	Number	Percent	Cumulative Percent
Less than $10,000	64	13.5	13.5
10,000 to 12,999	135	28.5	42.1
13,000 to 15,999	98	20.7	62.8
16,000 to 18,999	68	14.4	77.2
19,000 to 21,999	43	9.1	86.3
22,000 to 24,999	26	5.5	91.8
25,000 and Up	39	8.2	100.0
Total	473	100.0	100.0

Median Salary Range - $13,000 - $15,999

Median Salary - $14,389

CHART I

AVERAGE STARTING SALARY AND PRESENT AVERAGE SALARY BY TENURE WITH PRESENT EMPLOYER

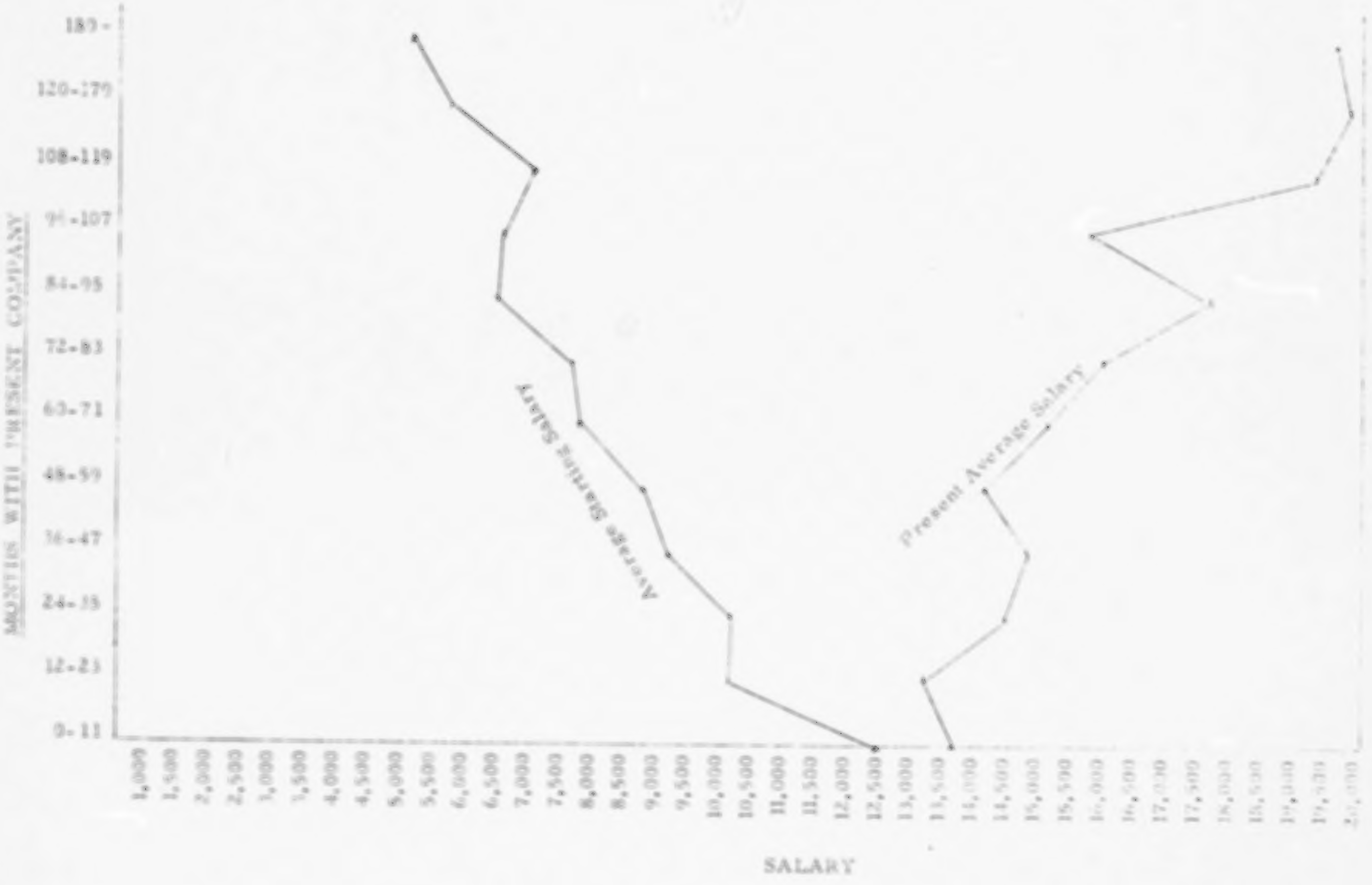

Table 9

Average Starting Salary and Present Salary by Tenure and Present Employer

Months With Present Company	No.	Average Starting Salary	Present Average Salary
0-11 (Less than 1 yr.)	4	$12,425.00	$13,500.00
12-23 (1-2 yrs.)	57	$10,127.00	$13,159.00
24-35 (2-3 yrs.)	59	$10,179.00	$14,488.00
36-47 (3-4 yrs.)	60	$ 9,166.00	$14,746.00
48-59 (4-5 yrs.)	53	$ 8,699.00	$14,039.00
60-71 (5-6 yrs.)	50	$ 7,606.00	$15,012.00
72-83 (6-7 yrs.)	38	$ 7,582.00	$15,968.00
84-95 (7-8 yrs.)	35	$ 6,476.00	$18,133.00
96-107 (8-9 yrs.)	21	$ 6,530.00	$15,737.00
108-119 (9-10 yrs.)	17	$ 7,000.00	$19,382.00
120-179 (10-15 yrs.)	42	$ 6,354.00	$19,697.00
180+ (15+ yrs.)	43	$ 5,033.00	$19,570.00
Total	479	$ 8,075.00	$15,883.00

Median Salary is $14,389.00

Table 36

EVALUATIONS OF WORK RELATIONSHIPS WITH WHITE MANAGERS, CO-WORKERS, AND SUBORDINATES

CATEGORY	PERCENTS			
	EXCELLENT	ABOVE AVERAGE	AVERAGE	POOR
FIRST INDUSTRIAL JOB				
Managers	26	32	34	8
Co-workers	24	34	35	7
Subordinates	29	40	28	3
PRESENT INDUSTRIAL JOB				
Managers	39	30	26	5
Co-workers	28	36	33	3
Subordinates	33	39	25	3

RELATIVE CHANGES FROM
FIRST INDUSTRIAL JOB TO PRESENT JOB

MANAGERS	CO-WORKERS	SUBORDINATES
27% - up	24% - up	32% - up
51% - same	61% - same	50% - same
22% - down	15% - down	18% - down

Table 11

ATTITUDES AND PERCEPTIONS RELATIVE TO CAREER GROWTH AND DEVELOPMENT IN PRESENT COMPANY

CATEGORY	YES		NO		UNSURE		NOT APPLICABLE		TOTALS	
	#	%	#	%	#	%	#	%	#	%
SATISFICATION WITH POSITIONS TO DATE	254	51.5	175	35.5	38	7.7	26	5.3	493	100.0
PERCEPTIONS OF EQUAL OPPORTUNITY WITH WHITES	121	24.5	292	59.2	80	16.2	---	----	493	100.0
EXPECTED ACHIEVEMENT OF ASPIRATIONS	216	44.6	158	32.6	110	22.7	---	----	484	100.0

Table 12

PERCEPTIONS OF CAREER PROGRESS AND COMPARATIVE QUALIFICATIONS WITH WHITES OF SIMILAR BACKGROUNDS

CATEGORY	MORE THAN		EQUAL TO		LESS THAN		TOTALS	
	#	%	#	%	#	%	#	%
PROGRESS								
Education	110	23.0	218	45.5	151	31.5	479	100.0
Ability	99	20.7	216	45.2	163	34.1	478	100.0
Experience	106	22.3	206	43.3	164	34.5	476	100.0
QUALIFICATIONS								
Education	189	39.3	274	57.0	18	3.7	481	100.0
Ability	196	40.7	281	58.4	4	0.8	481	100.0
Experience	153	31.7	277	57.5	52	10.8	482	100.0

Table 13

Informal Association with Whites

Type of Association	Frequency of Association (Annually)											
	None		1-2		3-4		5-12		13+		Totals	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Casual Neighborhood Contact	89	17.8	53	10.6	108	21.6	99	19.8	151	30.2	500	100.0
Informal Community Affairs	130	26.0	100	20.0	110	22.0	64	12.8	96	19.2	500	100.0
Social/Personal Contact	63	12.6	62	12.4	89	17.8	137	27.4	149	29.8	500	100.0
Formal Community Work	179	35.8	111	22.2	72	14.4	53	10.6	85	17.0	500	100.0
Political Activity	247	49.4	136	27.2	40	8.0	36	7.2	41	8.2	500	100.0

Table 14

At Home Entertainment of Whites and At Home Entertainment by Whites

Response	Number	Per Cent
Yes (both)	386	77.2
No (both)	30	6.0
Yes/No	84	16.8
Total	500	100.0

Table 15

PERCEPTIONS OF HAVING RESPONSIBILITIES EQUAL TO ABILITY

RESPONSE	NUMBER	PERCENT
Yes	264	53.4
No	119	24.1
Sometimes	108	21.9
Unsure	3	0.6
TOTAL	494	100.0

Table 16

PLAN TO REMAIN WITH COMPANY

RESPONSE	NUMBER	PERCENT
Yes	221	45.3
No	133	27.3
Unsure	134	27.5
TOTAL	488	100.0

Table 17

EFFECTIVENESS OF EQUAL EMPLOYMENT OPPORTUNITY POLICIES AND PROGRAMS

RESPONSE	NUMBER	PERCENT
Yes	97	19.9
No	311	63.9
Don't Know	79	16.2
TOTAL	487	100.0

Table 18

GENERAL ATTITUDE ABOUT EQUAL EMPLOYMENT OPPORTUNITY

ATTITUDE	NUMBER	PERCENT	CUMULATIVE FREQUENCY (PERCENT)
Optimistic	64	13.0	13.0
Somewhat Optimistic	142	28.8	41.8
Neutral	38	7.7	49.5
Somewhat Pessimistic	148	30.0	79.5
Pessimistic	101	20.5	100.0
TOTAL	493	100.0	100.0

Table 19

COMPARATIVE EMPLOYMENT OF WHITES, BLACKS, AND OTHER MINORITIES IN PROFESSIONAL, TECHNICAL, AND MANAGERIAL OCCUPATIONS

ETHNIC GROUP	TOTAL EMPLOYED	%	TOTAL IN PROFESSIONAL, TECHNICAL, & MANAGERIAL OCCUPATIONS	%	% OF TOTAL EMPLOYMENT IN CATEGORY
WHITES	24,607,975	85.2	5,904,608	94.42	23.99
BLACKS	2,974,908	10.3	188,437	3.01	6.33
OTHER MINORITIES	1,299,717	4.5	160,755	2.57	12.37
TOTAL	28,882,600	100.0	6,253,800	100.00	(n.a.)

SOURCE: Table 6-7, "Minority Employment in Firms with 100 or More Employees, By Sex and Occupation Group,"1966, 1969-70, p. 280, Manpower Report Of The President, U. S. Department of Labor, March, 1972

CROSS TABULATIONS OF INDEPENDENT VARIABLES
AND
SIGNIFICANT RESPONSE DIFFERENCES

Table CT-1

CROSS TABULATION OF ACADEMIC DISCIPLINE AND PERCEPTION OF EQUAL OPPORTUNITY WITH WHITES

Number
Row Percent

ACADEMIC DISCIPLINE	YES	NO	UNSURE	ROW TOTAL
	6	22	7	35
SCIENCE	17.1	62.9	20.0	7.1
	7	31	3	41
ENGINEERING	17.1	75.6	7.3	8.3
GRADUATE	10	40	10	60
BUSINESS (MBA's)	16.7	66.7	16.7	12.1
	13	7	7	27
LAW	48.1	25.9	25.9	5.5
	49	88	19	156
OTHER DISCIPLINES	31.4	56.4	12.2	31.6
	4	10	1	15
NO DEGREE	26.7	66.7	6.7	3.0
	25	84	29	138
BUSINESS AND RELATED (BACHELOR's)	18.1	60.9	21.0	27.9
	8	10	4	22
NOT CLASSIFIED	36.4	45.5	18.2	4.5
COLUMN	122	292	80	494
TOTAL	24.7	59.1	16.2	100.0

HI SQUARE = 32.86301 WITH 14 DEGREES OF FREEDOM; SIGNIFICANT AT 1% LEVEL

Table CT-2

CROSS TABULATION OF ACADEMIC DISCIPLINE
AND
EDUCATIONAL QUALIFICATIONS
Number
Row Percent

ACADEMIC DISCIPLINE	MORE	AS WELL	LESS	ROW TOTAL
SCIENCE	19 54.3	15 42.9	1 2.9	35 7.3
ENGINEERING	17 41.5	22 53.7	2 4.9	41 8.5
GRADUATE BUSINESS (MBA'S)	36 62.1	22 37.9	0 0.0	58 12.0
LAW	11 42.3	15 57.7	0 0.0	26 5.4
OTHER DISCIPLINES	54 35.5	93 61.2	5 3.3	152 31.5
NO DEGREE	4 25.0	9 56.3	3 18.8	16 3.3
BUSINESS AND RELATED (BACHELOR's)	42 31.8	83 62.9	7 5.3	132 27.4
NOT CLASSIFIED	6 27.3	16 72.7	0 0.0	22 4.6
COLUMN TOTAL	189 39.2	275 57.1	18 3.7	482 100.0

CHI SQUARE = 35.87471 WITH 14 DEGREES OF FREEDOM; SIGNIFICANT AT 1% LEVEL

Table CT- 3

CROSS TABULATION OF ACADEMIC DISCIPLINE
AND
ACHIEVEMENT OF ASPIRATIONS WITHIN COMPANY

Number
Row Percent

ACADEMIC DISCIPLINE	YES	NO	UNSURE	ROW TOTAL
SCIENCE	14 40.0	18 51.4	3 8.6	35 7.2
ENGINEERING	14 35.9	13 33.3	12 30.8	39 8.0
GRADUATE BUSINESS (MBA's)	18 31.0	21 36.2	19 32.8	58 12.0
LAW	14 53.8	7 26.9	5 19.2	26 5.4
OTHER DISCIPLINES	82 53.6	42 27.5	29 19.0	153 31.5
NO DEGREE	8 50.0	3 18.8	5 31.3	16 3.3
BUSINESS AND RELATED (BACHELOR's)	56 41.2	50 36.8	30 22.1	136 28.0
NOT CLASSIFIED	10 45.5	4 18.2	8 36.4	22 4.5
COLUMN TOTAL	216 44.5	158 32.6	111 22.9	485 100.0

I SQUARE = 25.71230 WITH 14 DEGREES OF FREEDOM; SIGNIFICANT AT 5% LEVEL

Table CT-4

CROSS TABULATION OF ACADEMIC DISCIPLINE AND PROJECTED PLANS TO REMAIN WITH COMPANY

Number
Row Percent

ACADEMIC DISCIPLINES	YES	NO	UNSURE	ROW TOTAL
	13	8	14	35
SCIENCE	37.1	22.9	40.0	7.2
	12	11	16	39
ENGINEERING	30.8	28.2	41.0	8.0
GRADUATE	22	24	14	60
BUSINESS (MBA's)	36.7	40.0	23.3	12.3
	14	4	9	27
LAW	51.9	14.8	33.3	5.5
	88	30	38	156
OTHER DISCIPLINES	56.4	19.2	24.4	31.9
	10	3	2	15
NO DEGREE	66.7	20.0	13.3	3.1
	50	48	37	135
BUSINESS AND RELATED (BACHELOR's)	37.0	35.6	27.4	27.6
	12	5	5	22
NOT CLASSIFIED	54.5	22.7	22.7	4.5
COLUMN	221	133	135	489
TOTAL	45.2	27.2	27.6	100.0

CHI SQUARE = 31.86676 WITH 14 DEGREES OF FREEDOM; SIGNIFICANT AT 1% LEVEL

Table CT-5

CROSS TABULATION OF ACADEMIC DISCIPLINE AND ATTITUDE ABOUT EQUAL EMPLOYMENT OPPORTUNITY

Number
Row Percent

ADEMIC SCIPLINE	OPTI- MISTIC	SOMEWHAT OPTI- MISTIC	NEUTRAL	SOMEWHAT PESSI- MISTIC	PESSI- MISTIC	ROW TOTAL
IENCE	3 8.6	9 25.7	3 8.6	12 34.3	8 22.9	35 7.1
GINEERING	4 10.3	15 38.5	0 0.0	14 35.9	6 15.4	39 7.9
ADUATE SINESS (MBA's)	5 8.5	12 20.3	6 10.2	21 35.6	15 25.4	59 11.9
W	3 11.1	6 22.2	1 3.7	15 55.6	2 7.4	27 5.5
HER DISCIPLINES	21 13.4	52 33.1	11 7.0	42 26.8	31 19.7	157 31.8
DEGREE	2 12.5	4 25.0	4 25.0	5 31.3	1 6.3	16 3.2
SINESS AND ELATED BACHELOR's)	19 13.6	34 24.3	13 9.3	39 27.9	35 25.0	140 28.3
T CLASSIFIED	8 38.1	10 47.6	0 0.0	0 0.0	3 14.3	21 4.3
COLUMN TOTAL	65 13.2	142 28.7	38 7.7	148 30.0	101 20.4	494 100.0

CHI SQUARE = 53.46497 WITH 28 DEGREES OF FREEDOM; SIGNIFICANT AT 1% LEVEL

Table CT-6

CROSS TABULATION OF AGE CLASS INTERVALS AND WHITE CO-WORKERS RELATIONSHIP

Number
Row Percent

Age	Excellent	Above Average	Average	Poor	Row Total
Under 25	7	13	17	2	39
	17.9	33.3	43.6	5.2	8.1
25-29	28	42	52	8	130
	21.5	32.3	40.0	6.2	26.8
30-34	39	59	51	1	150
	26.0	39.3	34.0	0.7	30.9
35-39	26	30	19	3	78
	33.3	38.5	24.4	3.8	16.1
40-49	22	24	18	0	64
	34.4	37.5	28.1	0.0	13.2
50+	12	7	5	0	24
	50.0	29.2	20.8	0.0	4.9
Column Total	134	175	162	14	485
	27.6	36.1	33.4	2.9	100.0

Chi Square = 27.32 with 15 degrees of freedom; significant at 5% level.

Table CT-7

CROSS TABULATION OF AGE CLASS INTERVALS
ACHIEVEMENT OF ASPIRATIONS WITHIN COMPANY

Number
Row Percent

Age	Yes	No	Unsure	Row Total
Under 25	9 23.1	19 48.7	11 28.2	39 8.1
25-29	51 39.5	49 38.0	29 22.5	129 26.7
30-34	60 39.7	58 38.4	33 21.9	151 31.3
35-39	41 51.9	22 27.8	16 20.3	79 16.4
40-49	40 62.5	6 9.4	18 28.1	64 13.3
50+	15 71.4	4 19.0	2 9.5	21 4.3
Column Total	216 44.7	158 32.7	109 22.6	483 100.0

i Square = 35,78891 with 10 degrees of freedom; significant at 1% level

Table CT-8

CROSS TABULATION OF AGE CLASS INTERVALS AND EXPERIENCE COMPARED TO WHITES

Number
Row Percent

Age	More	As Well	Less	Row Total
Under 25	8	25	5	38
	21.1	65.8	13.2	7.9
25-29	32	83	15	130
	24.6	63.8	11.5	27.0
30-34	52	81	17	150
	34.7	54.0	11.3	31.2
35-39	22	45	10	77
	28.6	58.4	13.0	16.0
40-49	33	27	2	62
	53.2	43.5	3.2	12.9
50+	6	15	3	24
	25.0	62.5	12.5	5.0
Column Total	153	276	52	481
	31.8	57.4	10.8	100.0

Chi Square = 21,32758 with 10 degrees of freedom; significant at 2% level.

Table CT-9

CROSS TABULATION OF AGE CLASS INTERVALS AND PROJECTED PLANS TO REMAIN WITH COMPANY

Number
Row Percent

Age	Yes	No	Unsure	Row Total
Under 25	9 23.1	19 48.7	11 28.2	39 8.0
25-29	46 35.4	50 38.5	34 26.2	130 26.7
30-34	59 39.6	42 28.2	48 32.2	149 30.6
35-39	40 50.6	14 17.7	25 31.6	79 16.2
40-49	45 68.2	7 10.6	14 21.2	66 13.6
50+	21 87.5	1 4.2	2 8.3	24 4.9
Column Total	220 45.2	133 27.3	134 27.5	487 100.0

Chi Square = 58.32996 with 10 degrees of freedom; significant at 1% level.

Table CT-10

CROSS TABULATION OF AGE CLASS INTERVALS AND EFFECTIVENESS OF POLICIES AND PROGRAMS

Number
Row Percent

Age	Yes	No	Don't Know	Row Total
	4	29	6	39
Under 25	10.3	74.4	15.4	8.0
	17	91	23	131
25-29	13.0	69.5	17.6	27.0
	28	98	24	150
30-34	18.7	65.3	16.0	30.9
	17	44	17	78
35-39	21.8	56.4	21.8	16.0
	23	34	7	64
40-49	35.9	53.1	10.9	13.2
	8	15	1	24
50+	33.3	62.5	4.2	4.9
Column	97	311	78	486
Total	20.0	64.0	16.0	100.0

Chi Square = 23.78893 with 10 degrees of freedom; significant at 1% level.

Table CT-11

CROSS TABULATION OF AGE CLASS INTERVALS AND ATTITUDE ABOUT EQUAL EMPLOYMENT OPPORTUNITY

Number
Row Percent

e	Optimistic	Somewhat Optimistic	Neutral	Somewhat Pessimistic	Pessimistic	Row Total
	4	11	4	6	15	40
Under 25	10.0	27.5	10.0	15.0	37.5	8.1
	13	36	8	48	26	131
25-29	9.9	27.5	6.1	36.6	19.8	26.6
	21	38	13	43	37	152
30-34	13.8	25.0	8.6	28.3	24.3	30.9
	7	27	8	24	13	79
35-39	8.9	34.2	10.1	30.4	16.5	16.1
	13	19	3	23	8	66
40-49	19.7	28.8	4.5	34.8	12.1	13.4
	6	11	1	4	2	24
50+	25.0	45.8	4.2	16.7	8.3	4.9
Column	64	142	37	148	101	492
Total	13.0	28.9	7.5	30.1	20.5	100.0

Chi Square = 32.45192 with 20 degrees of freedom; significant at 5% level.

Table CT-12

CROSS TABULATION OF FUNCTIONAL RESPONSIBILITY AND SUPERVISOR OR MANAGER RELATIONSHIP

NUMBER
ROW PERCENT

FUNCTIONAL RESPONSIBILITY	EXCELLENT	ABOVE AVERAGE	AVERAGE	POOR	ROW TOTAL
Analysis	4 33.3	3 25.0	3 25.0	2 16.7	12 2.4
Owner/Director	1 33.3	0 0.0	1 33.3	1 33.3	3 0.6
General Management	16 40.0	13 32.5	10 25.0	1 2.5	40 8.1
Finance	12 23.5	22 43.1	13 25.5	4 7.8	51 10.3
Manufacturing	8 42.1	5 26.3	6 31.6	0 0.0	19 3.8
Marketing	40 36.4	35 31.8	26 23.6	9 8.2	110 22.3
Management Accounting	5 18.5	6 22.2	15 55.6	1 3.7	27 5.5
Research	5 22.7	8 36.4	8 36.4	1 4.5	22 4.5
Development	3 50.0	1 16.7	2 33.3	0 0.0	6 1.2
Services	92 48.2	51 26.7	43 22.5	5 2.6	191 38.7
Other	6 46.2	3 23.1	2 15.4	2 15.4	13 2.6
Column Total	192 38.9	147 29.8	129 26.1	26 5.3	494 100.0

Chi Square = 47.83147 with 30° of freedom; significant at 5% level.

Table CT-13

CROSS TABULATION OF FUNCTIONAL RESPONSIBILITY AND SATISFACTION WITH SEQUENCE OF POSITIONS

	YES	NO	UNSURE	ROW TOTAL
General Management	29 67.4	12 27.9	2 4.7	43 9.2
Finance	24 53.3	19 42.2	2 4.5	45 9.6
Manufacturing	9 47.4	7 36.8	3 15.8	19 4.1
Marketing	64 59.8	34 31.8	9 8.4	107 22.9
Management Accounting	12 48.0	12 48.0	1 4.0	25 5.3
Research & Development	6 21.4	16 57.2	6 21.4	28 60
Services	100 56.2	62 34.8	16 9.0	178 38.0
Other (Including Analysis	10 43.5	13 56.5	0 0.0	23 4.9
Column Total	254 54.3	175 37.4	39 8.3	468 100.0

Chi Square + 28.87 with 14° of freedom; significant at 2% level.

Table CT-14

CROSS TABULATION OF FUNCTIONAL RESPONSIBILTY AND ACHIEVEMENT OF ASPIRATIONS WITH COMPANY

NUMBER
ROW PERCENT

FUNCTIONAL RESPONSIBILITY	YES	NO	UNSURE	ROW TOTAL
Analysis	4 33.3	6 50.0	2 16.7	12 2.5
Owner/Director	1 50.0	1 50.0	0 0.0	2 0.4
General Management	27 65.9	7 17.1	7 17.1	41 8.5
Finance	14 28.0	25 50.0	11 22.0	50 10.3
Manufacturing	10 52.6	4 21.1	5 26.3	19 3.9
Marketing	49 45.0	31 28.4	29 26.6	109 22.5
Management Accounting	5 20.0	14 56.0	6 24.0	25 5.2
Research	6 27.3	9 40.9	7 31.8	22 4.5
Development	1 16.7	3 50.0	2 33.3	6 1.2
Services	94 50.3	55 29.4	38 20.3	187 38.6
Other	5 41.7	3 25.0	4 33.3	12 2.5
Column Total	216 44.5	158 32.6	111 22.9	485 100.0

Chi Square = 35.76483 with 20° of freedom; significant at 2% level.

Table CT-15

CROSS TABULATION OF FUNCTIONAL RESPONSIBILITY AND PROGRESS COMPARED TO WHITES WITH SIMILAR EXPERIENCE

NUMBER
ROW PERCENT

FUNCTIONAL RESPONSIBILITY	MORE THAN	EQUAL TO	LESS THAN	ROW TOTAL
Analysis	4 33.3	2 16.7	6 50.0	12 2.5
Owner/Director	0 0.0	2 66.7	1 33.3	3 0.6
General Management	14 36.8	12 31.6	12 31.6	38 8.0
Finance	17 34.7	20 40.8	12 24.5	49 10.3
Manufacturing	2 10.5	9 47.4	8 42.1	19 4.0
Marketing	21 19.4	55 50.9	32 29.6	108 22.6
Management Accounting	4 16.0	8 32.0	13 52.0	25 5.2
Research	0 0.0	15 68.2	7 31.8	22 4.6
Development	0 0.0	3 50.0	3 50.0	6 1.3
Services	42 23.0	75 41.0	66 36.1	183 38.4
Other	2 16.7	6 50.0	4 33.3	12 2.5
Column Total	106 22.2	207 43.4	164 34.4	477 100.0

Chi Square = 32.49985 with 20° of freedom; significant at 5% level.

Table CT-16

CROSS TABULATION OF FUNCTIONAL RESPONSIBILITY AND EXPERIENCE COMPARED TO WHITES

NUMBER
ROW PERCENT

FUNCTIONAL RESPONSIBILITY	MORE	AS WELL	LESS	ROW TOTAL
Analysis	8 61.5	2 15.4	3 23.1	13 2.7
Owner/Director	0 0.0	3 100.0	0 0.0	3 0.6
General Management	26 66.7	13 33.3	0 0.0	39 8.1
Finance	11 22.4	28 57.1	10 20.4	49 10.1
Manufacturing	5 26.3	9 47.4	5 26.3	19 3.9
Marketing	37 34.3	64 59.3	7 6.5	108 22.4
Management Accounting	11 40.7	13 48.1	3 11.1	27 5.6
Research	9 40.9	11 50.0	2 9.1	22 4.6
Development	0 0.0	5 83.3	1 16.7	6 1.2
Services	42 22.8	120 65.2	22 12.0	184 38.1
Other	4 30.8	9 69.2	0 0.0	13 2.7
Column Total	153 31.7	277 57.3	53 11.0	483 100.0

Chi Square = 60.24785 with 20° of freedom; significant at 0.5% level.

Table CT-17

CROSS TABULATION OF FUNCTIONAL RESPONSIBILTY AND PROJECTED PLANS TO REMAIN WITH COMPANY

NUMBER
ROW PERCENT

FUNCTIONAL RESPONSIBILITY	YES	NO	UNSURE	ROW TOTAL
Analysis	1 8.3	7 58.3	4 33.3	12 2.5
Owner/Director	0 0.0	1 100.0	0 0.0	1 0.2
General Management	25 61.0	9 22.0	7 17.1	41 8.4
Finance	18 36.0	21 42.0	11 22.0	50 10.2
Manufacturing	10 52.6	1 5.3	8 42.1	19 3.9
Marketing	51 45.9	31 27.9	29 26.1	111 22.7
Management Accounting	7 28.0	12 48.0	6 24.0	25 5.1
Research	5 23.8	6 28.6	10 47.6	21 4.3
Development	2 33.3	1 16.7	3 50.0	6 1.2
Services	98 51.6	40 21.1	52 27.4	190 38.9
Other	4 30.8	4 30.8	5 38.5	13 2.7
Column Total	221 45.2	133 27.2	135 27.6	489 100.0

Chi Square = 43.73050 with 20° of freedom; significant at 0.5% level.

Table CT- 18

FUNCTIONAL RESPONSIBILITY AND GENERAL ATTITUDE ABOUT EQUAL EMPLOYMENT OPPORTUNITY

NUMBER
ROW PERCENT

FUNCTIONAL RESPONSIBILITY	OPTI- MISTIC	SOMEWHAT OPTI- MISTIC	NEUTRAL	SOMEWHAT PESSI- MISTIC	PESSI- MISTIC	ROW TOTAL
Analysis	1 9.1	4 36.4	1 9.1	3 27.3	2 18.2	11 2.2
Owner/Director	1 33.3	0 0.0	0 0.0	0 0.0	2 66.7	3 0.6
General Management	5 12.2	9 22.0	2 4.9	11 26.8	14 34.1	41 8.3
Finance	7 13.7	7 13.7	1 2.0	16 31.4	20 39.2	51 10.3
Manufacturing	3 15.8	6 31.6	1 5.3	7 36.8	2 10.5	19 3.8
Marketing	11 9.9	30 27.0	14 12.6	36 32.4	20 18.0	111 22.5
Management Accounting	1 3.7	6 22.2	5 18.5	8 29.6	7 25.9	27 5.5
Research	2 9.1	10 45.5	3 13.6	2 9.1	5 22.7	22 4.5
Development	1 16.7	1 16.7	0 0.0	4 66.7	0 0.0	6 1.2
Services	30 15.8	65 34.2	9 4.7	58 30.5	28 14.7	190 38.5
Other	3 23.1	4 30.8	2 15.4	3 23.1	1 7.7	13 2.6
Column Total	65 13.2	142 28.7	38 7.7	148 30.0	101 20.4	494 100.0

Chi Square = 62.65932 with 40° of freedom; significant at 2 1/2% level.

Table CT-19

CROSS TABULATION OF INDUSTRIAL CLASSIFICATION AND WHITE CO-WORKER RELATIONSHIP

Number
Row Percent

Classification	Excellent	Above Average	Average	Poor	Row Total
15-17 Contract Construction	2 33.3	2 33.3	2 33.3	0 0.0	6 1.3
19-39 Manufacturing	60 24.4	95 38.6	84 34.1	7 2.9	246 53.1
40-49 Transportation, communications, electric, gas and sanitary services	18 32.1	18 32.1	20 35.8	0 0.0	56 12.1
50-59 Wholesale & retail trade	11 29.7	9 24.3	13 35.1	4 10.8	37 8.0
60-69 Finance, insurances & real estate	21 23.9	34 38.6	31 35.2	2 2.3	88 19.0
70-89 Services	16 53.3	8 26.7	5 16.7	1 3.3	30 6.5
Column Total	128 27.7	166 35.9	155 33.4	14 3.0	463 100.0

CHI SQUARE = 28.06 with 15 degrees of freedom; significant at 5% level.

TABLE CT-20

CROSS TABULATION OF INDUSTRIAL CLASSIFICATION AND SATISFACTION WITH SEQUENCE OF POSITIONS

Number
Row Percent

Classification	YES	NO	UNSURE	ROW TOTAL
15-17 Contract Construction	4 66.7	2 33.3	0.0	6 1.3
19-39 Manufacturing	106 46.1	101 43.9	23 10.0	230 51.8
40-49 Transporation, communications, electric, gas, and sanitary services	33 56.9	21 36.2	4 6.9	58 13.1
50-59 Wholesale & retail trade	18 51.4	14 40.0	3 8.6	35 7.9
60-69 Finance, insurances & real estate	61 67.0	22 24.2	8 8.8	91 20.5
70-89 Services	18 75.0	6 25.0	0 0.0	24 5.4
Column Total	240 54.1	166 37.4	38 8.5	444 100.0

Chi Square = 19.95 with 10 degrees of freedom; significant at 5% level

Table CI-21

CROSS TABULATION OF INDUSTRIAL CLASSIFICATION AND PERCEPTION OF EQUAL OPPORTUNITY WITH WHITES

Number
Row Percent

Classification	YES	NO	UNSURE	ROW TOTAL
15-17 Contract Construction	3 50.0	3 50.0	0 0.0	6 1.3
19-39 Manufacturing	50 20.2	162 65.3	36 14.5	248 52.8
40-49 Transportation, communications, electric, gas, and sanitary services	17 28.8	33 55.9	9 15.3	59 12.6
50-59 Wholesale & retail trade	9 24.3	26 70.3	2 5.4	37 7.9
60-69 Finance, insurances & real estate	25 27.8	47 52.2	18 20.0	90 19.1
70-89 Services	11 36.7	9 30.0	10 33.3	30 6.4
Column Total	115 24.5	280 59.6	75 16.0	470 100.0

CHI SQUARE = 24.17046 WITH 10 DEGREES OF FREEDOM; SIGNIFICANT AT 1% LEVEL

Table CT-22

CROSS TABULATION OF INDUSTRIAL CLASSIFICATION AND ACHIEVEMENT OF ASPIRATIONS WITHIN COMPANY

Number
Row Percent

Classification	YES	NO	UNSURE	ROW TOTAL
15-17 Contract Construction	2 33.3	4 66.7	0 0.0	6 1,3
19-39 Manufacturing	92 37.9	93 38.3	58 23.9	243 52.6
40-49 Transportation, communications, electric, gas, and sanitary services	29 50.9	18 31.6	10 17.5	57 12.3
50-59 Wholesale & retail trade	25 67.6	8 21.6	4 10.8	37 8.0
60-69 Finance, insurances & real estate	46 49.5	19 20.4	28 30.1	93 20.1
70-89 Services	13 50.0	7 26.9	6 23.1	26 5.6
Column Total	207 44.8	149 32.3	106 22.9	462 100.0

CHI SQUARE = 25.28966 WITH 10 DEGREES OF FREEDOM; SIGNIFICANT AT 1% LEVEL

TABLE CT-23

CROSS TABULATION OF INDUSTRIAL CLASSIFICATION AND FEELINGS THAT RESPONSIBILITIES ARE EQUAL TO ABILITY

Number
Row Percent

Classification	YES	NO	UNSURE	ROW TOTAL
15-17 Contract Construction	2 33.3	1 16.7	3 50.0	6 1.3
19-39 Manufacturing	115 46.4	69 27.8	64 25.8	248 53.0
40-49 Transportation, communications, electric, gas, and sanitary services	33 55.9	11 18.6	15 25.4	59 12.6
50-59 Wholesale & retail trade	21 56.8	11 29.7	5 13.5	37 7.9
60-69 Finance, insurance & real estate	62 69.7	16 18.0	11 12.4	89 19.0
70-89 Services	20 69.0	5 17.2	4 13.8	29 6.2
Column Total	253 54.1	113 24.1	102 21.8	468 100.0

Chi Square = 24.63 with 10 degrees of freedom; significant at 1% level

Table CT-24

CROSS TABULATION OF INDUSTRIAL CLASSIFICATION AND PROJECTED PLANS TO REMAIN WITH COMPANY

Number
Row Percent

Classification	YES	NO	UNSURE	ROW TOTAL
15-17 Contract Construction	2 40.0	1 20.0	2 40.0	5 1.1
19-39 Manufacturing	92 37.7	72 29.5	80 32.8	244 52.5
40-49 Transportation communications, electric, gas, and sanitary services	39 66.1	11 18.6	9 15.3	59 12.7
50-59 Wholesale & retail trade	12 32.4	11 29.7	14 37.8	37 8.0
60-69 Finance, insurances & real estate	51 55.4	19 20.7	22 23.9	92 19.8
70-89 Services	16 57.1	8 28.6	4 14.3	28 6.0
Column Total	212 45.6	122 26.2	131 28.2	465 100.0

CHI SQUARE = 25.99994 WITH 10 DEGREES OF FREEDOM; SIGNIFICANT AT 1% LEVEL

TABLE CT-25

CROSS TABULATION OF LEVEL AND SATISFACTION WITH SEQUENCE OF POSITIONS

NUMBER
ROW PERCENT

LEVEL	YES	NO	UNSURE	ROW TOTAL
Technical Specialist	163 49.0	142 42.6	28 8.4	333 73.3
Manage Workers	73 66.4	27 24.5	10 9.1	110 23.1
Manage Managers	13 86.7	2 13.3	0 0.0	15 3.5
Column Total	249 54.4	171 37.3	38 8.3	458 100.0

Chi Square = 18.09 with 4° of freedom; significant at 1% level.

Table CT-26

CROSS TABULATION OF LEVEL AND PERCEPTION OF EQUAL OPPORTUNITY WITH WHITES

NUMBER
ROW PERCENT

LEVEL	YES	NO	UNSURE	ROW TOTAL
Technical Specialist	79 22.1	221 61.7	58 16.2	358 74.0
Manage Workers	33 30.0	62 56.4	15 13.6	110 22.7
Manage Managers	9 56.3	4 25.0	3 18.8	16 3.3
Column Total	121 25.0	287 59.3	76 15.7	484 100.0

Chi Square = 12.72366 with 4° of freedom; significant at 2% level.

Table CT-27

CROSS TABULATION OF LEVEL AND ACHIEVEMENT OF ASPIRATIONS WITHIN THE COMPANY

NUMBER
ROW PERCENT

LEVEL	YES	NO	UNSURE	ROW TOTAL
Technical Specialist	132 37.8	131 37.5	86 24.6	349 73.3
Manage Workers	68 61.8	24 21.8	18 16.4	110 23.1
Manage Managers	13 76.5	1 5.9	3 17.6	17 3.6
Column Total	213 44.7	156 32.8	107 22.5	476 100.0

Chi Square = 27.65430 with 4° of freedom; significant at 1% level.

Table CT-28

CROSS TABULATION OF LEVEL AND EXPERIENCE COMPARED TO WHITES

NUMBER
ROW PERCENT

LEVEL	MORE	AS WELL	LESS	ROW TOTAL
Technical Specialist	96 27.6	207 59.5	45 12.9	348 73.6
Manage Workers	49 45.0	54 49.5	6 5.5	109 23.0
Manage Managers	5 31.3	10 62.5	1 6.3	16 3.4
Column Total	150 31.7	271 57.3	52 11.0	473 100.0

Chi Square = 13.90926 with 4° of freedom; significant at 1% level.

TABLE CT-29

CROSS TABULATION OF LEVEL AND FEELINGS THAT RESPONSIBILITIES ARE EQUAL TO ABILITY

NUMBER
ROW PERCENT

LEVEL	YES	NO	UNSURE	ROW TOTAL
Technical Specialist	178 49.7	98 27.4	82 22.9	358 74.3
Manage Workers	72 66.1	18 16.5	19 17.4	109 22.6
Manage Managers	12 80.0	1 6.7	2 13.3	15 3.1
Column Total	262 54.3	117 24.3	103 21.4	482 100.0

Chi Square = 14.53 with 4° of freedom; significant at 1% level.

Table CT-30

CROSS TABULATION OF LEVEL AND PROJECTED PLANS TO REMAIN WITH COMPANY

NUMBER
ROW PERCENT

LEVEL	YES	NO	UNSURE	ROW TOTAL
Technical Specialist	144 41.0	108 30.8	99 28.2	351 73.3
Manage Workers	65 58.6	21 18.9	25 22.5	111 23.2
Manage Managers	10 58.8	2 11.8	5 29.4	17 3.5
Column Total	219 45.7	131 27.3	129 26.9	479 100.0

Chi Square = 13.27882 with 4° of freedom; significant at 1% level.

Table CT- 31

CROSS TABULATION OF LEVEL AND EFFECTIVENESS OF EQUAL EMPLOYMENT OPPORTUNITY POLICIES AND PROGRAMS

NUMBER
ROW PERCENT

LEVEL	YES	NO	DON'T KNOW	ROW TOTAL
Technical Specialist	61 17.3	229 64.9	63 17.8	353 73.7
Manage Workers	31 28.2	69 62.7	10 9.1	110 23.0
Manage Managers	3 18.8	8 50.0	5 31.3	16 3.3
Column Total	95 19.8	306 63.9	78 16.3	479 100.0

Chi Square = 11.82040 with 4° of freedom; significant at 2% level.

Table CT-32

CROSS TABULATION OF REGION OF PRESENT RESIDENCE AND SATISFACTION WITH SEQUENCE OF POSITIONS

Number
Row Percent

REGION	YES	NO	UNSURE	ROW TOTAL
MID-ATLANTIC	72 49.7	59 40.7	14 9.6	145 31.5
EAST NORTH CENTRAL	74 54.4	52 38.2	10 7.4	136 29.5
WEST NORTH CENTRAL	16 76.2	4 19.0	1 4.8	21 4.6
SOUTH ATLANTIC	20 60.6	10 30.3	3 9.1	33 7.2
WEST SOUTH CENTRAL	6 23.1	19 73.1	1 3.8	26 5.7
PACIFIC	61 61.6	30 30.3	8 8.1	99 21.5
Column Total	249 54.1	174 37.8	37 8.1	460 100.0

CHI SQUARE = 18.91 WITH 10 DEGREES OF FREEDOM; SIGNIFICANT AT 5% LEVEL

Table CT-33

CROSS TABULATION OF REGION OF PRESENT RESIDENCE AND WHITE CO-WORKER RELATIONSHIP

Number
Row Percent

REGION	EXCELLENT	ABOVE AVERAGE	AVERAGE	POOR	ROW TOTAL
MID-ATLANTIC	44 26.8	63 38.4	54 32.9	3 1.9	164 34.2
EAST NORTH CENTRAL	42 30.7	49 35.7	38 27.7	8 5.9	[illegible] 28.6
WEST NORTH CENTRAL	9 40.9	5 22.7	7 31.8	1 4.5	22 4.6
SOUTH ATLANTIC	6 17.6	14 41.2	14 41.2	0 0.0	34 7.1
WEST SOUTH CENTRAL	1 4.0	6 24.0	17 68.0	1 4.0	25 5.2
PACIFIC	30 30.9	35 36.1	32 33.0	0 0.0	97 20.3
Column Total	132 27.5	172 35.8	162 33.8	14 2.9	479 100.0

CHI SQUARE = 30.84 WITH 15 DEGREES OF FREEDOM SIGNIFICANT AT [illegible] LEVEL

Table CT 2[illegible]

CROSS TABULATION OF REGION OF PRESENT RESIDENCE AND SUPERVISOR OR MANAGER RELATIONSHIP

Number
Row Percent

REGION	EXCELLENT	ABOVE AVERAGE	AVERAGE	POOR	ROW TOTAL
MID-ATLANTIC	65 38.7	50 29.7	45 26.8	8 4.8	168 34.6
EAST NORTH CENTRAL	56 40.6	45 32.6	29 21.0	8 5.8	138 28.4
WEST NORTH CENTRAL	14 63.6	3 13.6	4 18.2	1 4.5	22 4.5
SOUTH ATLANTIC	13 38.2	11 32.4	8 23.5	2 5.9	34 7.0
WEST SOUTH CENTRAL	2 7.7	6 23.1	17 65.4	1 3.8	26 5.4
PACIFIC	40 40.8	28 28.6	25 25.5	5 5.1	98 20.1
Column Total	190 39.0	143 29.4	128 26.3	25 5.3	486 100.0

CHI SQUARE = 49.46515 WITH 15 DEGREES OF FREEDOM; SIGNIFICANT AT 1% LEVEL

Table CT-35

CROSS TABULATION OF REGION OF PRESENT RESIDENCE AND PERCEPTION OF EQUAL OPPORTUNITY WITH WHITES

Number
Row Percent

REGION	YES	NO	UNSURE	ROW TOTAL
MID-ATLANTIC	28 16.7	106 63.1	34 20.2	168 34.6
EAST NORTH CENTRAL	38 27.7	79 57.7	20 14.6	137 28.2
WEST NORTH CENTRAL	7 30.4	10 43.5	6 26.1	23 4.7
SOUTH ATLANTIC	10 29.4	19 55.9	5 14.7	34 7.0
WEST SOUTH CENTRAL	2 7.7	23 88.5	1 3.8	26 5.3
PACIFIC	34 34.7	51 52.0	13 13.3	98 20.2
Column Total	119 24.4	288 59.3	79 16.2	486 100.0

CHI SQUARE = 27.13353 WITH 10 DEGREES OF FREEDOM; SIGNIFICANT AT 1% LEVEL

Table CT-36

CROSS TABULATION OF REGION OF PRESENT RESIDENCE AND ACHIEVEMENT OF ASPIRATIONS WITHIN COMPANY

Number
Row Percent

REGION	YES	NO	UNSURE	ROW TOTAL
MID-ATLANTIC	64 39.3	60 36.8	39 23.9	163 34.1
EAST NORTH CENTRAL	65 47.8	42 30.9	29 21.3	136 28.5
WEST NORTH CENTRAL	9 39.1	4 17.4	10 43.5	23 4.8
SOUTH ATLANTIC	14 42.4	9 27.3	10 30.3	33 6.9
WEST SOUTH CENTRAL	5 19.2	20 76.9	1 3.8	26 5.4
PACIFIC	57 58.8	22 22.7	18 18.6	97 20.3
Column Total	214 44.7	157 33.0	107 22.3	478 100.0

CHI SQUARE = 43.99974 WITH 10 DEGREES OF FREEDOM; SIGNIFICANT AT 1% LEVEL

Table CT-37

CROSS TABULATION OF REGION OF PRESENT RESIDENCE AND FEELING THAT RESPONSIBILITIES ARE EQUAL TO ABILITY

Number
Row Percent

Region	YES	NO	UNSURE	ROW TOTAL
MID-ATLANTIC	92 54.8	36 21.4	40 23.8	168 34.7
EAST NORTH CENTRAL	73 54.1	32 23.7	30 22.2	135 27.9
WEST NORTH CENTRAL	14 60.9	6 26.1	3 13.0	23 4.8
SOUTH ATLANTIC	21 61.8	5 14.7	8 23.5	34 7.0
WEST SOUTH CENTRAL	7 26.9	17 65.4	2 7.7	26 5.4
PACIFIC	53 54.1	22 22.4	23 23.5	98 20.3
Column Total	260 53.7	118 24.4	106 21.9	484 100.0

CHI SQUARE 29.9[illegible] WITH 10 DEGREES OF FREEDOM; SIGNIFICANT AT [illegible] LEVEL

Table CT-38

CROSS TABULATION OF REGION OF PRESENT RESIDENCE AND PROJECTED PLANS TO REMAIN WITH COMPANY

Number
Row Percent

REGION	YES	NO	UNSURE	ROW TOTAL
MID-ATLANTIC	64 39.0	51 31.0	49 30.0	164 34.0
EAST NORTH CENTRAL	71 51.8	32 23.4	34 24.8	137 28.4
WEST NORTH CENTRAL	10 43.5	7 30.4	6 26.1	23 4.8
SOUTH ATLANTIC	21 61.8	7 20.6	6 17.6	34 7.1
WEST SOUTH CENTRAL	5 19.2	16 61.5	5 19.2	26 5.4
PACIFIC	47 48.0	19 19.4	32 32.7	98 20.3
Column Total	218 45.1	132 27.5	132 27.3	482 100.0

CHI SQUARE = 31.55630 WITH 10 DEGREES OF FREEDOM; SIGNIFICANT AT 1% LEVEL

Table CT-39

CROSS TABULATION OF REGION OF PRESENT RESIDENCE AND EFFECTIVENESS OF POLICIES AND PROGRAMS

Number
Row Percent

REGION	YES	NO	DONT KNOW	ROW TOTAL
MID-ATLANTIC	35 21.5	109 66.9	19 11.7	163 34.0
EAST NORTH CENTRAL	28 20.4	83 60.6	26 19.0	137 28.5
WEST NORTH CENTRAL	4 17.4	14 60.9	5 21.7	23 4.8
SOUTH ATLANTIC	6 17.6	23 67.6	5 14.7	34 7.1
WEST SOUTH CENTRAL	1 3.8	25 96.2	0 0.0	26 5.4
PACIFIC	21 21.6	52 53.6	24 24.7	97 20.2
Column Total	95 19.8	306 63.8	79 16.4	480 100.0

CHI SQUARE = 26.58679 WITH 10 DEGREES OF FREEDOM; SIGNIFICANT AT 1% LEVEL

Table CT-40

CROSS TABULATION OF REGION OF PRESENT RESIDENCE AND ATTITUDE ABOUT EQUAL EMPLOYMENT OPPORTUNITY

Number
Row Percent

REGION	OPTIMISTIC	SOMEWHAT OPTIMISTIC	NEUTRAL	SOMEWHAT PESSIMISTIC	PESSIMISTIC	ROW TOTAL
MID-ATLANTIC	15 8.9	36 21.4	12 7.1	64 38.1	41 24.5	168 34.6
EAST NORTH CENTRAL	17 12.5	40 29.4	14 10.3	33 24.3	32 23.5	136 28.0
WEST NORTH CENTRAL	7 30.4	10 43.5	2 8.7	1 4.3	3 13.0	23 4.7
SOUTH ATLANTIC	8 23.5	10 29.4	0 0.0	12 35.3	4 11.8	34 7.0
WEST SOUTH CENTRAL	3 11.5	6 23.1	0 0.0	11 42.3	6 23.1	26 5.3
PACIFIC	13 13.1	37 37.4	10 10.1	24 24.2	15 15.2	99 20.4
Column Total	63 12.9	139 28.5	38 7.8	145 30.0	101 20.7	486 100.0

CHI SQUARE = 46.61728 WITH 20 DEGREES OF FREEDOM; SIGNIFICANT AT 1 % LEVEL

Table CT-41

CROSS TABULATION OF SALARY AND WHITE CO-WORKER RELATIONSHIP

NUMBER
ROW PERCENT

SALARY	EXCELLENT	ABOVE AVERAGE	AVERAGE	POOR	ROW TOTAL
Less Than $10,000	8 12.9	15 24.2	35 56.5	4 6.4	62 13.4
$10,000 to 12,999	30 22.7	46 34.8	52 39.4	4 3.1	132 28.6
$13,000 to 15,999	21 22.3	35 37.2	34 36.2	4 4.3	94 20.3
$16,000 to $18,999	26 38.2	22 32.4	19 27.9	1 1.5	68 14.7
$19,000 to $21,999	12 28.6	19 45.2	10 23.8	1 2.4	42 9.1
$22,000 to $24,999	6 23.1	15 57.7	5 19.2	0 0.0	26 5.6
$25,000 and above	19 50.0	14 36.8	5 13.2	0 0.0	38 8.3
Column Total	122 26.5	166 35.9	160 34.6	14 3.0	462 100.0

Chi Square = 46.88 with 18° of freedom; significant at 1% level.

Table CT-42

CROSS TABULATION OF SALARY AND SUPERVISOR OR MANAGER RELATIONSHIP

NUMBER
ROW PERCENT

SALARY	EXCELLENT	ABOVE AVERAGE	AVERAGE	POOR	ROW TOTAL
Less Than $10,000	10 15.9	17 27.0	30 47.6	6 9.5	63 13.5
$10,000 to $12,999	47 35.3	39 29.3	39 29.3	8 6.0	133 28.5
$13,000 to $15,999	37 38.5	31 32.3	22 22.9	6 6.3	96 20.6
$16,000 to $18,999	26 38.2	27 39.7	12 17.6	3 4.4	68 14.6
$19,000 to $21,999	23 54.8	11 26.2	7 16.7	1 2.4	42 9.0
$22,000 to $24,999	14 53.8	4 15.4	7 26.9	1 3.8	26 5.6
$25,000 and Above	19 48.7	14 35.9	6 15.4	0 0.0	39 8.4
Column Total	176 37.7	143 30.6	123 26.3	25 5.4	467 100.0

Chi Square = 41.57811 with 18° of freedom; significant at 1% level.

Table CT-43

CROSS TABULATION OF SALARY AND SARISFACTION WITH SEQUENCE OF POSITIONS

NUMBER
ROW PERCENT

SALARY	YES	NO	UNSURE	ROW TOTAL
Less Than $10,000	23 37.7	32 52.5	6 9.8	61 13.6
$10,000 to $12,999	72 55.0	51 38.9	8 6.1	131 29.2
$13,000 to $15,999	53 57.6	34 37.0	5 5.4	92 20.5
$16,00 to $18,999	32 51.0	20 31.7	11 17.3	63 14.0
$19,000 to $21,999	26 61.9	13 31.0	3 7.1	42 9.3
$22,000 to $24,999	13 52.0	7 28.0	5 20.0	25 5.6
$25,000 and above	23 65.7	12 34.3	0 0.0	35 7.8
Column Total	242 53.9	169 37.6	38 8.5	449 100.0

Chi Square = 27.01 with 12° of freedom; significant at 19% level.

Table CT- 44

CROSS TABULATION OF SALARY AND PERCEPTION OF EQUAL OPPORTUNITY WITH WHITES

NUMBER
ROW PRECENT

SALARY	YES	NO	UNSURE	ROW TOTAL
Less Than $10,000	5 7.8	45 70.3	14 21.9	64 13.7
$10,000 to $12,999	33 25.0	80 60.6	19 14.4	132 28.3
$13,000 to $15,999	24 24.7	58 59.8	15 15.5	97 20.8
$16,000 to $18,999	17 24.0	44 64.7	7 10.3	68 14.6
$19,000 to $21,999	15 35.7	19 45.2	8 19.0	42 9.0
$22,000 to $24,999	2 7.7	17 65.4	7 26.9	26 5.6
$25,000 and Above	18 47.4	15 39.5	5 13.2	38 8.1
Column Total	114 24.4	278 59.5	75 16.1	467 100.0

Chi Square = 31.72484 with 12° of freedom; significant at 1% level.

Table CT- 45

CROSS TABULATION OF SALARY AND ACHIEVEMENT OF ASPIRATIONS WITHIN COMPANY

NUMBER
ROW PERCENT

SALARY	YES	NO	UNSURE	ROW TOTAL
Less Than $10,000	16 25.4	31 49.2	16 25.4	63 13.7
$10,000 to $12,999	47 36.2	53 40.8	30 23.1	130 28.3
$13,000 to $15,999	42 44.2	28 29.5	25 26.3	95 20.7
$16,000 to $18,999	35 52.2	19 28.4	13 19.4	67 14.6
$19,000 to $24,999	23 53.5	11 25.6	9 20.9	43 9.3
$22,000 to $24,999	13 52.0	2 8.0	10 40.0	25 5.4
$25,000 and Above	27 73.0	5 13.5	5 13.5	37 8.0
Column Total	203 44.1	149 32.4	108 23.5	460 100.0

Chi Square = 39.73991 with 12° of freedom; significant at 1% level.

Table CT-46

CROSS TABULATION OF
SALARY AND EDUCATION COMPARISON WITH WHITES

NUMBER
ROW PERCENT

SALARY	MORE	AS WELL	LESS	ROW TOTAL
Less Than $10,000	30 48.4	30 48.4	2 3.2	62 13.5
$10,000 to $12,999	41 31.5	86 66.2	3 2.3	130 28.4
$13,000 to $15,999	34 35.8	59 62.1	2 2.1	95 20.7
$16,000 to $18,999	31 47.7	30 46.2	4 6.2	65 14.2
$19,000 to $21,999	17 40.5	21 50.0	4 9.5	42 9.2
$22,000 to $24,999	16 61.5	9 34.6	1 3.8	26 5.7
$25,000 and Above	12 31.6	25 65.8	1 2.6	38 8.3
Column Total	181 39.5	260 56.8	17 3.7	458 100.0

Chi Square = 22.62793 with 12° of freedom; significant at 5% level.

TABLE CT-47

CROSS TABULATION OF SALARY AND FEELINGS THAT RESPONSIBILITIES ARE EQUAL TO ABILITY

NUMBER
ROW PERCENTAGE

SALARY	YES	NO	UNSURE	ROW TOTAL
Less Than $10,000	22 34.4	24 37.5	18 28.1	64 13.8
$10,000 to $12,999	67 51.1	34 26.0	30 22.9	131 28.2
$13,000 to $15,999	53 54.1	26 26.5	19 19.4	98 21.1
$16,000 to $18,999	34 50.0	16 23.5	18 26.5	68 14.6
$19,000 to $21,999	26 61.9	5 11.9	11 26.2	42 9.0
$22,000 to $24,999	13 54.2	5 20.8	6 25.0	24 5.2
$25,000 and Above	31 81.6	3 7.9	4 10.5	38 8.1
Column Total	246 52.9	113 24.3	106 22.8	465 100.0

Chi Square = 25.96 with 12° of freedom; significant at 2% level.

Table CT-4S

CROSS TABULATION OF SALARY AND PROJECTED PLANS TO REMAIN WITH COMPANY

NUMBER
ROW PERCENT

SALARY	YES	NO	UNSURE	ROW TOTAL
Less Than $10,000	16 25.8	27 43.5	19 30.6	62 13.4
$10,000 to $12,999	57 43.2	42 31.8	33 25.0	132 28.6
$13,000 to $15,999	38 40.4	26 27.7	30 31.9	94 20.3
$16,000 to $18,999	30 44.1	16 23.5	22 32.4	68 14.7
$19,000 to $21,999	30 69.8	7 16.3	6 14.0	43 9.3
$22,000 to $24,999	13 50.0	3 11.5	10 38.5	26 5.6
$25,000 and Above	25 67.6	4 10.8	8 21.6	37 8.0
Column Total	209 45.2	125 27.1	128 27.7	462 100.0

Chi Square = 37.34789 with 12° of freedom; significant at 1% level.

Table CT-49

Cross Tabulation of
Degree of Casual Neighborhood Contact
With Whites and Supervisor or Manager Relationship

Number
Row Percent

Annual Rate of Contact (Number of Times)	Excellent	Above Average	Average	Poor	Row Total
None	24 27.6	23 26.4	35 40.2	5 5.7	87 17.6
1-2	16 30.2	24 45.3	9 17.0	4 7.5	53 10.7
3-4	46 43.0	26 24.3	26 24.3	9 8.4	107 21.7
5-12	47 47.5	28 28.3	22 22.2	2 2.0	99 20.0
13+	59 39.9	46 31.1	37 25.0	6 4.1	148 30.0
Column Total	192 38.9	147 29.8	129 26.1	26 5.3	494 100.0

Chi Square = 26.19421 with 12 degrees of freedom,
significant at 2% level

TABLE CT-50

CROSS TABULATION OF CASUAL NEIGHBORHOOD CONTACT AND SATISFACTION WITH SEQUENCE OF POSITIONS

NUMBER
ROW PERCENT

Annual Rate of Contact (Number of Times)	YES	NO	UNSURE	ROW TOTAL
None	32 38.6	48 57.8	3 3.6	83 17.8
1-2	24 50.0	21 43.8	3 6.2	48 10.3
3-4	64 62.7	31 30.4	7 6.9	102 21.8
5-12	57 60.6	31 33.0	6 6.4	94 20.1
13+	77 54.6	44 31.2	20 14.2	141 30.0
Column Total	254 54.3	175 37.4	39 8.3	468 100.0

Chi Square = 27.70 with 8 degrees of freedom, significant at 1% level

Table CT-51

Cross Tabulation of Casual Neighborhood Contact and Achievement of Aspirations Within Company

Number
Row Percent

Annual Rate of Contact (Number of Times)	Yes	No	Unsure	Row Total
None	27 30.7	48 54.5	13 14.8	88 18.1
1-2	24 46.2	17 32.7	11 21.2	52 10.7
3-4	45 43.3	27 26.0	32 30.8	104 21.4
5-12	50 52.1	21 21.9	25 26.0	96 19.8
13+	70 48.3	45 31.0	30 20.7	145 29.9
Column Total	216 44.5	158 32.6	111 22.9	485 100.0

Chi Square = 29.60521 with 8 degrees of freedom,
significant at 1% level

TABLE CT-52

CROSS TABULATION OF CASUAL NEIGHBORHOOD CONTACT AND FEELINGS THAT RESPONSIBILITIES ARE EQUAL TO ABILITY

Number
Row Percent

Annual Rate of Contact (Number of Times)	Yes	No	Unsure	Row Total
None	34 38.6	37 42.0	17 19.3	88 17.9
1-2	25 48.1	12 23.1	15 28.8	52 10.6
3-4	68 64.2	18 17.0	20 18.9	106 21.5
5-12	59 59.6	15 15.2	25 25.3	99 20.1
13+	78 53.1	37 25.2	32 21.7	147 29.9
Column Total	264 53.7	119 24.2	109 22.1	492 100.0

Chi Square = 26.79 with 8 degrees of freedom, significant at 1% level

Table CT-53

Cross Tabulation of Casual Neighborhood Contact and Projected Plans To Remain With Company

Number
Row Percent

Annual Rate of Contact (Number of Times)		Yes	No	Unsure	Row Total
None		24 27.9	37 43.0	25 29.1	86 17.6
1-2		23 43.4	12 22.6	18 34.0	53 10.8
3-4		58 54.7	29 27.4	19 17.9	106 21.7
5-12		51 53.1	18 18.8	27 28.1	96 19.6
13+		65 43.9	37 25.0	46 31.1	148 30.3
	Column Total	221 45.2	133 27.2	135 27.6	489 100.0

Chi Square = 25.44510 with 8 degrees of freedom,
significant at 1% level

TABLE CT-54

CROSS TABULATION OF DEGREE OF ASSOCIATION WITH WHITES IN INFORMAL COMMUNITY AFFAIRS AND WHITE CO-WORKER RELATIONSHIP

NUMBER
ROW PERCENT

ANNUAL RATE OF CONTACT (Number of Times)	EXCELLENT	ABOVE AVERAGE	AVERAGE	POOR	ROW TOTAL
NONE	28 23.1	39 32.2	48 39.7	6 5.0	121 25.7
1-2	27 27.3	29 29,3	42 42.4	1 1.0	99 20.2
3-4	30 27.5	44 40.4	32 29.4	3 2.8	109 22.0
5-12	19 29.7	22 34.4	23 35.9	0 0.0	64 12.9
13+	30 31.9	41 43.6	19 20.2	4 4.3	94 19.2
Column Total	134 27.5	175 35.9	164 33.7	14 2.9	487 100.0

Chi Square = 25.59 with 12° of freedom; significant at 2% level.

Table CT-55

CROSS TABULATION OF DEGREE OF ASSOCIATION WITH WHITES IN INFORMAL COMMUNITY AFFAIRS AND EQUAL OPPORTUNITY WITH WHITES

NUMBER
ROW PERCENT

ANNUAL RATE OF CONTACT (Number of Times)	YES	NO	UNSURE	ROW TOTAL
NONE	22 17.2	84 65.6	22 17.2	128 25.9
1 - 2	37 37.4	53 53.5	9 9.1	99 20.0
3 - 4	26 23.6	63 57.3	21 19.1	110 22.3
5 - 12	13 20.6	36 57.1	14 22.2	63 12.8
13+	24 25.5	56 59.6	14 14.9	94 19.0
Column Total	122 24.7	292 59.1	80 16.2	494 100.0

Chi Square = 16.65367 with 8° of freedom; significant at 5% level.

Table CT-56

CROSS TABULATION OF
DEGREE OF ASSOCIATION WITH WHITES IN INFORMAL
COMMUNITY AFFAIRS AND ACHIEVEMENT OF ASPIRATIONS WITHIN COMPANY

NUMBER
ROW PERCENT

ANNUAL RATE OF CONTACT (Number of Times)	YES	NO	UNSURE	ROW TOTAL
NONE	42 33.1	55 43.3	30 23.6	127 26.2
1 - 2	41 42.3	29 29.9	27 27.8	97 20.0
3 - 4	48 44.9	35 32.7	24 22.4	107 22.1
5 - 12	33 55.0	13 21.7	14 23.3	60 12.4
13+	52 55.3	26 27.7	16 17.0	94 19.4
Column Total	216 44.5	158 32.6	111 22.9	485 100.0

Chi Square = 17.88107 with 8° of freedom; significant at 5% level.

Table CT-57

CROSS TABULATION OF
DEGREE OF ASSOCIATION WITH WHITES IN INFORMAL COMMUNITY AFFAIRS AND PROGRESS COMPARED TO WHITES WITH SIMILAR EDUCATION

NUMBER
ROW PERCENT

ANNUAL RATE OF CONTACT (Number of Times)	MORE THAN	EQUAL TO	LESS THAN	ROW TOTAL
NONE	19 16.0	55 46.2	45 37.8	119 24.8
1 - 2	29 29.9	46 47.4	22 22.7	97 20.2
3 - 4	31 28.4	52 47.7	26 23.9	109 22.7
5 - 12	11 17.2	30 46.9	23 35.9	64 13.3
13+	20 22.0	36 39.6	35 38.5	91 19.0
Column Total	110 22.9	219 45.6	151 31.5	480 100.0

Chi Square = 15.64587 with 8° of freedom; significant at 5% level.

Table CT-58

CROSS TABULATION OF DEGREE OF ASSOCIATION WITH WHITES IN INFORMAL COMMUNITY AFFAIRS AND PROJECTED PLANS TO REMAIN WITH COMPANY

NUMBER
ROW PERCENT

ANNUAL RATE OF CONTACT (Number of Times)	YES	NO	UNSURE	ROW TOTAL
NONE	41 33.1	42 33.9	41 33.1	124 25.4
1 - 2	52 52.5	29 29.3	18 18.2	99 20.2
3 - 4	54 49.5	27 24.8	28 25.7	109 22.3
5 - 12	30 47.6	17 27.0	16 25.4	63 12.9
13+	44 46.8	18 19.1	32 34.0	94 19.2
Column Total	221 45.2	133 27.2	135 27.6	489 100.0

Chi Square = 16.66257 with 8° of freedom; significant at 5% level.

TABLE CT-59

CROSS TABULATION OF DEGREE OF ASSOCIATION WITH WHITES IN FORMAL COMMUNITY AFFAIRS AND WHITE CO-WORKER RELATIONSHIP

Number
Row Percent

Annual Rate of Contact (Number of Times)	Excellent	Above Average	Average	Poor	Row Total
None	42 24.0	53 31.0	70 40.9	6 3.5	171 35.1
1-2	30 27.0	36 32.4	43 38.7	2 1.8	111 22.8
3-4	15 21.4	34 48.6	20 28.6	1 1.4	70 14.4
5-12	21 39.6	18 34.0	13 24.5	1 1.9	53 10.9
13+	26 31.7	34 41.5	18 22.0	4 4.8	82 16.8
Column TOTAL	134 27.5	175 35.9	164 33.7	14 2.9	487 100.0

Chi Square = 21.82 with 12 degrees of freedom, significant at 5% level

Table CT-60

Cross Tabulation of Formal Community Contact and Achievement of Aspirations Within Company

Number
Row Percent

Annual Rate of Contact (Number of Times)	Yes	No	Unsure	Total
None	65 37.8	76 44.2	31 18.0	172 35.5
1-2	52 47.7	24 22.0	33 30.3	109 22.5
3-4	28 40.0	19 27.1	23 32.9	70 14.4
5-12	28 56.0	15 30.0	7 14.0	50 10.3
13+	43 51.2	24 28.6	17 20.2	84 17.3
Column Total	216 44.5	158 32.6	111 22.9	485 100.0

Chi Square = 26.03383 with 8 degrees of freedom,
significant at 1% level

Table CT-61

Cross Tabulation of Formal Community Contact and Progress Compared To White With Similar Education

Number
Row Percent

Annual Rate of Contact (Number of Times)	More Than	Equal To	Less Than	Row Total
None	29 17.1	89 52.4	52 30.6	170 35.4
1-2	38 34.9	44 40.4	27 24.8	109 22.7
3-4	14 20.6	33 48.5	21 30.9	68 14.2
5-12	13 25.5	20 39.2	18 35.3	51 10.6
13+	16 19.5	33 40.2	33 40.2	82 17.1
Column Total	110 22.9	219 45.6	151 31.5	480 100.0

Chi Square = 17.35649 with 8 degrees of freedom,
significant at 5% level

Table CT-62

Cross Tabulation of Formal Community Contact and Projected Plans To Remain With Company

Number
Row Percent

Annual Rate of Contact (Number of Times)	Yes	No	Unsure	Total
None	59 34.1	63 36.4	51 29.5	173 35.4
1-2	57 51.4	29 26.1	25 22.5	111 22.7
3-4	42 59.2	14 19.7	15 21.1	71 14.5
5-12	27 51.9	14 26.9	11 21.2	52 10.6
13+	36 43.9	13 15.9	33 40.2	82 16.8
Column Total	221 45.2	133 27.2	135 27.6	489 100.0

Chi Square = 27.91267 with 8 degrees of freedom,
significant at 1% level

Table CT-63

CROSS TABULATION OF DEGREE OF SOCIAL/PERSONAL CONTACT WITH WHITES AND WHITE CO-WORKER RELATIONSHIP

NUMBER
ROW PERCENT

ANNUAL RATE OF CONTACT (Number ot Times)	EXCELLENT	ABOVE AVERAGE	AVERAGE	POOR	ROW TOTAL
None	7 12.3	22 38.6	26 45.6	2 3.5	57 11.7
1 - 2	8 13.3	22 36.7	28 46.7	2 3.3	60 12.3
3 - 4	20 23.0	30 34.5	34 39.1	3 3.4	87 17.9
5 - 12	43 31.9	50 37.0	41 30.4	1 0.7	135 27.7
13+	56 37.8	51 34.5	35 23.6	6 4.1	148 30.4
Column Total	134 27.5	175 35.9	164 33.7	14 2.9	487 100.0

Chi Square = 26.38 with 12 degrees of freedom; significant at 1% level.

Table CT-64

CROSS TABULATION OF
DEGREE OF SOCIAL/PERSONAL CONTACT WITH WHITES AND SUPERVISOR OR MANAGER RELATIONSHIP

NUMBER
ROW PERCENT

ANNUAL RATE OF CONTACT (Number of Times)	EXCELLENT	ABOVE AVERAGE	AVERAGE	POOR	ROW TOTAL
NONE	13 21.3	17 27.9	28 45.9	3 4.9	61 12.3
1 - 2	16 25.8	26 41.9	16 25.8	4 6.5	62 12.6
3 - 4	34 39.1	28 32.2	21 24.1	4 4.6	87 17.6
5 - 12	61 45.2	35 25.9	34 25.2	5 3.7	135 27.3
13+	68 45.6	41 27.5	30 20.1	10 6.7	149 30.2
Column Total	192 38.9	147 29.8	129 26.1	26 5.3	494 100.0

Chi Square = 27.79036 with 12° of freedom; significant at 1% level.

Table CT-65

CROSS TABULATION OF DEGREE OF SOCIAL/PERSONAL CONTACT WITH WHITES AND ACHIEVEMENT OF ASPIRATIONS WITHIN COMPANY

NUMBER
ROW PERCENT

ANNUAL RATE OF CONTACT (Number of Times)	YES	NO	UNSURE	ROW TOTAL
NONE	12 19.7	36 59.0	13 21.3	61 12.6
1 - 2	22 36.7	23 38.3	15 25.0	60 12.4
3 - 4	29 33.7	33 38.4	24 27.9	86 17.7
5 - 12	73 54.5	30 22.4	31 23.1	134 27.6
13+	80 55.6	36 25.0	28 19.4	144 29.7
Column Total	216 44.5	158 32.6	111 22.9	485 100.0

Chi Square = 41.73375 with 8° of freedom; significant at 1% level.

Table CT-66

CROSS TABULATION OF
DEGREE OF SOCIAL/PERSONAL CONTACT WITH WHITES AND PROJECTED PLANS TO REMAIN WITH COMPANY

NUMBER
ROW PERCENT

ANNUAL RATE OF CONTACT (Number of Times)	YES	NO	UNSURE	ROW TOTAL
NONE	17 27.9	26 42.6	18 29.5	61 12.5
1 - 2	26 41.9	19 30.6	17 27.4	62 12.7
3 - 4	40 46.5	27 31.4	19 22.1	86 17.6
5 - 12	75 55.6	35 25.9	25 18.5	135 27.6
13+	63 43.4	26 17.9	56 38.6	145 29.7
Column Total	221 45.2	133 27.2	135 27.6	489 100.0

Chi Square = 29.79552 with 8° of freedom; significant at 1% level.

Table CT-67

Cross Tabulation of Degree of Association With Whites In Political Activity and White Co-Worker Relationship

Number
Row Percent

Annual Rate of Contact (Number of Times)	Excellent	Above Average	Average	Poor	Row Total
None	60 25.3	81 34.2	90 38.0	6 2.5	237 48.7
1-2	40 29.4	50 36.8	44 32.4	2 1.5	136 27.9
3-4	7 18.0	18 46.1	13 33.3	1 2.6	39 8.0
5-12	15 41.7	6 16.7	13 36.1	2 5.6	36 7.4
13+	12 30.8	20 51.3	4 10.3	3 7.7	39 8.0
Column Total	134 27.5	175 35.9	164 33.7	14 2.9	487 100.0

Chi Square = 25.14 with 12 degrees of freedom,
significant at 2% level.

Table CT-68.

Cross Tabulation of Political Activity and Supervisor or Manager Relationship

Number
Row Percent

Annual Rate of Contact (Number of Times)	Excellent	Above Average	Average	Poor	Row Total
None	85 34.8	69 28.3	75 30.7	15 6.1	244 49.4
1-2	66 48.5	36 26.5	29 21.3	5 3.7	136 27.5
3-4	10 25.6	18 46.2	11 28.2	0 0.0	39 7.9
5-12	11 30.6	12 33.3	9 25.0	4 11.1	36 7.3
13+	20 51.3	12 30.8	5 12.8	2 5.1	39 7.9
Column Total	192 38.9	147 29.8	129 26.1	26 5.3	494 100.0

Chi Square = 23.91403 with 12 degrees of freedom,
significant at 3% level

Table CT-69

Cross Tabulation of Political Activity and Projected Plans To Remain With Company

Number
Row Percent

Annual Rate of Contact (Number of Times)	Yes	No	Unsure	Row Total
None	88 36.7	78 32.5	74 30.8	240 49.1
1-2	74 55.2	33 24.6	27 20.1	134 27.4
3-4	26 65.0	5 12.5	9 22.5	40 8.2
5-12	15 42.9	11 31.4	9 25.7	35 7.2
13+	18 45.0	6 15.0	16 40.0	40 8.2
Column Total	221 45.2	133 27.2	135 27.6	489 100.0

Chi Square = 25.01369 with 8 degrees of freedom,
significant at 1% level

Table CT-70

Cross Tabulation of
At Home Entertainment of/or By Whites
and Supervisor or Manager Relationship

Number
Row Percent

Response		Excellent	Above Average	Average	Poor	Row Total
Yes		159 41.5	116 30.3	90 23.5	18 4.7	383 92.7
No		6 20.0	7 23.3	13 43.3	4 13.3	30 7.3
	Column Total	165 40.0	123 29.8	103 24.9	22 5.3	413 100.0

Chi Square = 11.95658 with 3 degrees of freedom; significant at 1% leve

Table CT-71

Cross Tabulation of
At Home Entertainment of/or By Whites
and Progress Compared To Whites With Similar Experience

Number
Row Percent

Response	More Than	Equal To	Less Than	Row Total
Yes	86 23.4	168 45.7	114 31.0	368 92.9
No	7 25.0	6 21.4	15 53.6	28 7.1
Column Total	98 23.5	174 43.9	129 32.6	396 100.0

Chi Square = 7.58156 with 2 degrees of freedom,
significant at 5% level

TABLE CT-72

SUMMARY OF CROSS-TABULATIONS OF STATISTICALLY SIGNIFICANT RESPONSES TO INDEPENDENT VARIABLES

(Informal Association with Whites Excluded)

CATEGORY OF QUESTION	INDEPENDENT VARIABLES							TOTAL
	ACADEMIC DISCIPLINE	AGE	FUNCTIONAL RESPONSIBILITY	INDUSTRIAL CLASSIFICATION	LEVEL OF RESPONSIBILITY	REGION	SALARY	
Co-Worker Relationship		X		X		X	X	4
Supervisor/Manager Relationship			X			X	X	3
Subordinate Relationship								0
Satisfaction with Sequence of Positions			X	X	X	X	X	5
Equal Opportunity	X			X	X	X	X	5
Aspirational Achievement	X	X	X	X	X	X	X	7
Progress Compared to Whites			X					1
Qualifications Compared to Whites	X	X	X		X		X	5
Responsibility Equal to Ability				X	X	X	X	4
Plans to Remain with Company	X	X	X	X	X	X	X	7
Effectiveness of E.E.O. Policies and Programs		X			X	X		3
General Attitude on E.E.O.	X	X	X			X		4
TOTAL	5	6	7	6	7	9	8	48

TABLES MR-1 - MR -6

MATCHED RESPONSES OF MANAGERS AND BLACKS

Table MR-1

EVALUATIONS OF PRESENT INFORMAL ASSOCIATIONS WITH OPPOSITE RACE (PERCENTS)

RATING	MANAGERS	BLACKS
Friendly	50.0%	57.1%
Moderately Friendly	42.9%	37.5%
Neutral	7.1%	5.4%
Generally Unfriendly	------	------
Hostile	------	------
TOTAL	100.0%	100.0%

Table MR-2

MUTUAL EVALUATIONS OF WORKING RELATIONSHIPS BETWEEN MANAGERS AND BLACK PROFESSIONALS (PERCENTS)

RATING	MANAGERS	BLACKS
Excellent	83.9%	48.2%
Above Average	14.3%	28.6%
Average	1.8%	14.3%
Poor	------	8.9%
TOTAL	100.0%	100.0%

Table MR-3

RESIDENTIAL PATTERNS OF WHITE MANAGERS AND BLACK PROFESSIONALS (PERCENT)

LOCALE	MANAGERS	BLACKS
City	17.9%	89.3%
Suburban	60.7%	10.7%
Isolated (20 miles + from city)	21.4%	0.0%
TOTAL	100.0%	100.0%

Table MR-4

RATIO OF BLACKS TO WHITES IN IMMEDIATE NEIGHBORHOOD (PERCENTS)

RATIOS	MANAGERS	BLACKS
None	55.4%	5.4%
1 - 9%	30.4%	23.2%
10 - 24%	5.4%	10.7%
25 - 49%	------	8.9%
50% +	------	51.8%
Don't Know	8.8%	------
TOTAL	100.0%	100.0%

Table MR-5

INFORMAL ASSOCIATIONS WITH OPPOSITE RACE DURING PAST YEAR (PERCENTS)

MANAGERS

TYPE OF ASSOCIATION	ANNUAL RATE OF ASSOCIATION					
	NONE	1 - 2	3 - 4	5 - 12	13+	TOTAL
Casual Neighborhood Contact	68.3	10.0	1.7	6.7	13.3	100.0
Informal Community Affairs	45.0	11.7	16.7	13.3	13.3	100.0
Formal Community Affairs	45.0	6.7	11.7	10.0	26.6	100.0
Political Activity	91.7	----	----	1.7	6.6	100.0
At Home Entertainment	60.0	21.0	9.0	2.0	8.0	100.0

BLACK PROFESSIONALS

TYPE OF ASSOCIATION	ANNUAL RATE OF ASSOCIATION					
	NONE	1 - 2	3 - 4	5 - 12	13+	TOTAL
Casual Neighborhood Contact	15.0	13.3	20.0	25.0	26.7	100.0
Informal Community Affairs	23.3	21.7	18.3	11.7	25.0	100.0
Formal Community Affairs	30.0	25.0	11.7	15.0	18.3	100.0
Political Activity	45.0	33.3	3.3	6.7	11.7	100.0
At Home Entertainment	22.0	15.0	22.0	33.0	8.0	100.0

Table MR-6

GENERAL ATTITUDES OF MANAGERS AND BLACK PROFESSIONALS ON EQUAL OPPORTUNITY (PERCENTS)

MANAGERS

CATEGORY	YES	NO	DON'T KNOW	TOTAL
Black's Potential for Advancement	72.9	27.1	----	100.0
Existence of Corporate Policies on Equal Employment Opportunity	94.9	1.7	3.4	100.0
Existence of Corporate Affirmative Action Programs	89.7	----	10.3	100.0
Effectiveness of Corporate Policies and Programs	75.5	14.0	10.5	100.0
Perceptions of Equal Opportunity for Blacks in Company	48.1	51.9	----	100.0

BLACK PROFESSIONALS

CATEGORY	YES	NO	DON'T KNOW	TOTAL
Black's Potential for Advancement	55.9	32.2	11.9	100.0
Existence of Corporate Policies on Equal Employment Opportunity	87.9	12.1	----	100.0
Existence of Corporate Affirmative Action Programs	48.3	37.9	13.8	100.0
Effectiveness of Corporate Policies and Programs	28.1	57.9	14.0	100.0
Perceptions of Equal Opportunity for Blacks in Company	27.8	61.1	11.1	100.0

EXHIBITS

STRATIFIED SAMPLE DESIGN [illegible] BLACK [illegible]

$\frac{\text{Actual Number}}{\text{Projected Number}}$

	Construction	Manu-facturing Durable	Manu-facturing Non-Durable	Transportation & Public Utilities	Trade-Wholesale	Trade-Retail	Finance	Services	
w York	$\frac{0}{6}$	$\frac{25}{23}$	$\frac{32}{16}$	$\frac{7}{9}$	$\frac{2}{8}$	$\frac{9}{23}$	$\frac{12}{6}$	$\frac{23}{21}$	$\frac{110}{112}$
icago	$\frac{1}{4}$	$\frac{17}{15}$	$\frac{17}{10}$	$\frac{7}{5}$	$\frac{2}{4}$	$\frac{9}{14}$	$\frac{5}{4}$	$\frac{11}{13}$	$\frac{69}{69}$
s Angeles	$\frac{4}{4}$	$\frac{16}{14}$	$\frac{17}{10}$	$\frac{10}{5}$	$\frac{2}{4}$	$\frac{3}{13}$	$\frac{3}{4}$	$\frac{14}{12}$	$\frac{69}{66}$
iladelphia	$\frac{0}{4}$	$\frac{16}{13}$	$\frac{8}{9}$	$\frac{6}{5}$	$\frac{5}{4}$	$\frac{4}{13}$	$\frac{13}{4}$	$\frac{12}{12}$	$\frac{64}{64}$
troit	$\frac{0}{3}$	$\frac{9}{9}$	$\frac{5}{7}$	$\frac{8}{4}$	$\frac{4}{3}$	$\frac{6}{10}$	$\frac{7}{3}$	$\frac{10}{8}$	$\frac{49}{47}$
ltimore	$\frac{0}{2}$	$\frac{9}{7}$	$\frac{5}{5}$	$\frac{6}{3}$	$\frac{2}{2}$	$\frac{2}{7}$	$\frac{5}{2}$	$\frac{4}{7}$	$\frac{33}{35}$
n ancisco	$\frac{2}{2}$	$\frac{2}{7}$	$\frac{2}{5}$	$\frac{6}{2}$	$\frac{3}{3}$	$\frac{4}{7}$	$\frac{8}{2}$	$\frac{8}{7}$	$\frac{35}{35}$
uston	$\frac{0}{1}$	$\frac{6}{6}$	$\frac{3}{4}$	$\frac{3}{2}$	$\frac{3}{2}$	$\frac{5}{5}$	$\frac{2}{2}$	$\frac{4}{5}$	$\frac{26}{27}$
. Louis	$\frac{0}{1}$	$\frac{5}{5}$	$\frac{5}{4}$	$\frac{1}{2}$	$\frac{3}{2}$	$\frac{5}{4}$	$\frac{4}{2}$	$\frac{1}{5}$	$\frac{24}{25}$
eveland	$\frac{0}{1}$	$\frac{5}{4}$	$\frac{4}{3}$	$\frac{1}{2}$	$\frac{1}{1}$	$\frac{3}{4}$	$\frac{4}{1}$	$\frac{3}{4}$	$\frac{21}{20}$
Actual	7	110	98	55	27	50	63	90	500
Projected	28	103	73	39	33	100	30	94	500

Exhibit 1

Exhibit 2

SAMPLE DESIGN FOR MANAGERS

	Number Projected	Number Solicited	Number Scheduled For Interviews	Number Of Useable Interviews
New York	22	16	9	9
Chicago	14	26	10	7
Los Angeles	14	37	15	11
Philadelphia	13	14	9	8
Detroit	9	31	7	6
Baltimore	7	33	8	5
San Francisco	7	19	10	8
Houston	5	23	6	2
Saint Louis	5	12	1	1
Cleveland	4	19	6	4
	100	230	81	61

Number Cancelled - 5

Number Partial Interviews - 6

Number of Contaminated Interviews - 9

Exhibit 3

RECRUITING MANAGEMENT CONSULTANTS, INC.
NEW YORK • ATLANTA
51 EAST 42nd STREET, NEW YORK, N.Y. 10017
(212) 697-7333

Recruiting Management Consultants, Inc. has been awarded a grant to conduct an in-depth national study on the experiences of Black professionals in industry. The purpose of this research is to ascertain the attitudes and experiences of Black professionals who have worked at least one year for a business enterprise. The results of the study will be published in early 1972 along with meaningful recommendations and guidelines to corporations on equal employment opportunity.

Your name was selected from the many persons we have researched in the New York area. Miss Evelyn Freeman and Mrs. Catherine Cullers, two of our staff consultants will be conducting interviews for this study in New York City. We would appreciate your taking thirty minutes of your time to assist us in this research. Miss Freeman or Mrs. Cullars can be available to meet with you at your convenience during the day or evening.

Within the next few days, a member of our staff will call you to arrange an appointment at your convenience.

We hope that you will assist us in this endeavor which should be important for all Black professionals in industry.

Sincerely,

CHARLES L. FIELDS
President

CLF/es

Exhibit 4

"A STUDY OF BLACK MALE PROFESSIONALS IN INDUSTRY"

This interview, using a standard questionnaire, is in conjunction with a research project of Recruiting Management Consultants, Inc. to study the industrial experiences of Black male professionals, as described in our recent letter to you.

We recognize that much of the information that you will give to us is personal, and we have, therefore, instituted the following security measures to assure the confidentiality of this information:

(1) There is only one master list containing the names and addresses of persons co-operating with us. This list will remain the sole property of RMC, Inc. under secured conditions.

(2) Your name will not be placed on this questionnaire now nor at some future date.

(3) The official report of these research results will not identify, in any way, the names of participants, nor will there be any implications that will identify persons that have participated.

(4) At anytime in the interview, you may advise us that you do not wish to respond to a question.

(5) We shall be interviewing the managers, subordinates, and co-workers of at least 100 of the research participants on a confidential basis. In so doing, we shall only indicate that you participated in the study and no reference will be made in any manner to your responses. Should you not wish us to include your department as a part of our study, please let us know at the end of this interview. We shall be bound by your request in the conduct of that phase of our research.

We appreciate your taking the time to contribute to our study.

Please indicate in the space below that we have your permission to include your department in the study.

____

Project - "A STUDY OF BLACK MALE
PROFESSIONALS IN INDUSTRY"

EXPERIENCES OF BLACK MALE PROFESSIONALS

Interview Guide

Company ______________________

Date ______________________

Code _/_/_/_/_/_/_/_ (1-6)

I. Professional Education

1. For each college or university that you attended, please give me the following information:
   - a. Name of college or university
   - b. Location by city and state
   - c. Length of time spent at each (From: month, year, to month, year)
   - d. Major field of specialization
   - e. Whether you graduated or not
   - f. Degree received (B.S., A.B., B.A.)
   - g. Approximate academic average by letter grade (i.e., A-, B+, C)
   - h. Whether or not you received a fellowship, or scholarship
   - i. Any academic honors that you received
   - j. Approximate percentile rank in your class by thirds (top 1/3, middle 1/3, bottom 1/3)

I. Professional Education
#1.

	1 *College or University	code	2 Location City, State	code	3 Duration From (Mo, Yr) To (Mo, Yr)	code	4 Major Field	code	5 Graduated Yes No
Undergraduate									
Graduate									

Tradition BLK 1
Tradition WHT 2

New England.....1
Mid Atlantic....2
East No. Cent...3
W.N. Central....4
South Atlantic..5
E.S. Central....6
W.S. Central....7
Mountain........8
Pacific.........9

Liberal Arts......1
Fine Arts.........2
Business..........3
Education.........4
Technical.........5
Scientific........6
Professional......7
(i.e., PHARMACY,
Engineering, Law)

Begin Deck 1

6 Degree	Code	7 Approx. Academic Average		8 Financial Assistance Yes No	9 Honors	10 Percentile Ranking	
							(7-12)
							(13-18)
							(19-24)
							(25-30)
							(31-36)
							(37-42)
							(43-48)
							(49-54)

Bachelors.......1
Masters.........2
Doctorate.......3
Professional....4

A.............9
A-............8
B+............7
B.............6
B-............5
C+............4
C.............3
C-............2
D or below.....1

Top 1/3.....1
Middle 1/3..2
Bottom 1/3..3

1/80

Begin Deck 2

II. PERSONAL FACTORS

2. What is your age (approximately)? ____/____ (7-8)

---

3. What is your present marital status?

Single....................1 (9)
Married...................2
Divorced..................3
Separated.................4
Widowed...................5

---

4. Is your wife presently employed?

Yes (ASK A)...............1 (10)
No........................2
Not Applicable............3

IF YES, ASK A:

A. Is she employed part-time or full time?

Full time: 30 or more hours/week   Full time.................1 (11)
Part time: Less than 30 hours/week   Part time.................2

---

5. What is the annual gross cash compensation of your wife?

Under $2,000............1	$6,000 - $6,999...........6	(12)
$2,000 - $2,999..........2	$7,000 - $7,999...........7	
$3,000 - $3,999..........3	$8,000 - $8,999...........8	
$4,000 - $4,999..........4	$9,000 - $9,999...........9	
$5,000 - $5,999..........5	$10,000 or above..........0	

---

6. How many children do you have?

____/____ (13-14)

III. MILITARY

7. Have you ever served in the United States Armed Forces?

Yes....................1 (15

No. (Skip to Q. 11)...2

---

8. In what branch of the Armed Forces did you serve?

Army...................1 (16

Navy.. 2

Marines...............3

Air Force...............4

Coast Guard...........5

---

9. What was your rank in the Armed Forces at the time of separation from active duty?

Enlisted..............1 (17

NCO (Sp. 4 and above..2

Commissioned Officer..3

---

10. How long did you serve on active duty? Were you

6 months or less 1 (18)

More than 6 months
less than 1 year......2

More than 1 year, less
than 2................3

More than 2 years, less
than 3................4

More than 3 years, less
than 4................5

More than 4 years, less
than 5................6

More than 5 years.....7

None of the above
(Specify).............8

IV. Work Experience (Excluding Military)

11. For each company, organization, agency or individual for whom you worked full time after college graduation, please tell me the name, location, employment period, annual gross compensation, position titles, number of people supervised, if any, how the job was secured and your reason for leaving. (*see page 8)

    (a) What is the name and title of the person to whom you presently report directly? ______________

IV. Full-Time Work Experience -

Question #11

1. Name of company, etc. - Code SIC # and region, as per listing

2. Position, etc. - Code as follows:

   a. Level: Technical Specialist............1
   Manages workers.................2
   Manages mangers.................3

   b. Line..................................1
   Staff.................................2

   c. Functional Responsbilities

   Ownership/Directorate...........1
   General Management..............2
   Finance.........................3
   Manufacturing...................4
   Marketing.......................5
   Management Accounting...........6
   Research........................7
   Development.....................8
   Services........................9
   Analysis........................0
   Other (explain) ___________________

3. Annual Gross Cash Compensation - No code needed

4. Employment Period - Code No. of months

5. Number of people supervised - No code needed

6. How secured - code as follows:

   1. Recruiting consultant
   2. Employment agency
   3. Self-referral
   4. Media advertisement
   5. College recruitment
   6. Company contact
   7. Other (specify) ___________________

IV. Full-Time Work Experience

7. Reason for leaving - Code as follows:

    1. Self-termination - to accept another position
    2. Self-termination - no other offer outstanding at time of leaving
    3. Terminated by company - lay offs
    4. Terminated by company - dismissal
    5. Self-termination - relocation to another locale
    6. Self-termination - for military service
    7. Self-termination - to obtain further education
    8. Other
    9. Not applicable

IV. FULL TIME WORK EXPERIENCE (After Graduation From College)

#11

Name of Company, Organization, Individual, Agency (Give City, State	Job Title and Occupation, Duties, Responsibilities, and Locale (City, State)	Annual Gross Cash Compensation From	To	Employment Period From	To	No. of people supervised	How Secured	Reason for leaving
SIC__________(19) Region________(20)	Level: / / (21) Line/Staff: / / (22) Funct. Resp.: / /(23)	(24-26)		(27)	(28)	(29-31)	(32)	(33)
SIC__________ (34) Region________ (35)	Level: / / (36) Line/Staff: / / (37) Funct. Resp.: / /(38)	(39-41)		(42)	(43)	(44-46)	(47)	(48)
SIC__________ (49) Region________ (50)	Level: / / (51) Line/Staff: / / (52) Funct. Resp.: / /(53)	(54-56)		(57)	(58)	(59-61)	(62)	(63)
SIC__________ (64) Region________ (65)	Level: / / (66) Line/Staff: / / (67) Funct. Resp.: / /(68)	(69-71)		(72)	(73)	(74-76)	(77)	(78)
SIC__________ Region________								

V. Association With Whites (*See page 10)

A. Geographical

12. Where did you live from your 6th birthday to your 19th birthday?

13. In each of the places that you have named, your home was which one of the following:
    (a) Farm or ranch?
    (b) In the country, not on farm or ranch?
    (c) In a town or small city (under 25,000)?
    (d) In the suburb of a large city?
    (e) In a city of 25,000 - 99,000?
    (f) In a city of 100,000 - 500,000?
    (g) In a city of more than 500,000?

14. In each of these places, approximately what percentage of the people in your immediate neighborhood were whites? (Within a 5 square block area)

15. How many white friends did you have in each of these places?

V. Association With Whites (*See page 10)

A. Geographical

12. Where did you live from your 6th birthday to your 19th birthday?

13. In each of the places that you have named, your home was which one of the following:
    - (a) Farm or ranch?
    - (b) In the country, not on farm or ranch?
    - (c) In a town or small city (under 25,000)?
    - (d) In the suburb of a large city?
    - (e) In a city of 25,000 - 99,000?
    - (f) In a city of 100,000 - 500,000?
    - (g) In a city of more than 500,000?

14. In each of these places, approximately what percentage of the people in your immediate neighborhood were whites? (Within a 5 square block area)

15. How many white friends did you have in each of these places?

* Questions 12-15 for interviewer to complete

BEGIN DECK 3

City, State	Size	*Region	% White in Neighborhood						No. of white friends				
6-12			Don't Know	None	1-9	10-24	25-49	50+	None	1-2	3-5	6+	
1.			0	1	2	3	4	5	0	1	2	3	(7-10)
2.			0	1	2	3	4	5	0	1	2	3	(11-14)
3.			0	1	2	3	4	5	0	1	2	3	(15-18)
13-19 4.			0	1	2	3	4	5	0	1	2	3	(19-22)
5.			0	1	2	3	4	5	0	1	2	3	(23-26)
6.			0	1	2	3	4	5	0	1	2	3	(27-30)
7.			0	1	2	3	4	5	0	1	2	3	(31-34)

Size:

1....Farm or ranch
2....Country, not farm or ranch
3....Town (under 25,000)
4....Suburb of large city
5....(25,000-99,000)
6....(100,000-500,000)
7....(more than 500,000)

Region:

New England...........1
Middle Atlantic.......2
East North Central....3
West North Central....4
South Atlantic........5
East South Central....6
West South Central....7
Mountain..............8
Pacific...............9

16. What was the approximate percentage of whites in each school at each of your various educational levels?

Let's start with elementary school.

	Dont' know	None	1-9%	10-24%	25-49%	50%+	
a. 1	0	1	2	3	4	5	(35)
a. 2	0	1	2	3	4	5	(36)
a. 3	0	1	2	3	4	5	(37)
a. 4	0	1	2	3	4	5	(38)

And in High School?

b. 1	0	1	2	3	4	5	(39)
b. 2	0	1	2	3	4	5	(40)
b. 3	0	1	2	3	4	5	(41)
b. 4	0	1	2	3	4	5	(42)

In College?

c. 1	0	1	2	3	4	5	(43)
c. 2	0	1	2	3	4	5	(44)
c. 3	0	1	2	3	4	5	(45)
c. 4	0	1	2	3	4	5	(46)

In Graduate School?

d. 1	0	1	2	3	4	5	(47)
d. 2	0	1	2	3	4	5	(48)
d. 3	0	1	2	3	4	5	(49)
d. 4	0	1	2	3	4	5	(50)

17. In your previous places of employment, please estimate the number and percentage of whites with whom you worked directly as co-workers (all of the people within your department). Omit minor part-time or very short-term jobs.

Minor Part-time:	Less than 4 hours
Short-term:	Less than 2 months

	Company, Business organization or individual	Don't know	Number	Percentages				
				1-9%	10-24%	25-49%	50%+	
	1.	0	1	2	3	4	5	(51)
-time r	2.	0	1	2	3	4	5	(52)
ner	3.	0	1	2	3	4	5	(53)
	4.	0	1	2	3	4	5	(54)
								(55)
	1.	0	1	2	3	4	5	(56)
-time now	2.	0	1	2	3	4	5	(57)
	3.	0	1	2	3	4	5	(58)
	4.	0	1	2	3	4	5	(59)

MILITARY: ASK IF APPLICABLE. IF NOT, SKIP TO Q. 19:

18. Approximately, what percentage of whites were in your command unit (the unit to which you were assigned) at various stages?

	None	1-9%	10-24%	25-49%	50%+	
Basic Training	0	1	2	3	4	(60)
Advanced Training	0	1	2	3	4	(61)
O.C.S.	0	1	2	3	4	(62)
Principal Duty	0	1	2	3	4	(63)

19. In what city and state do you presently live? (ASK A)

Region:

____
(City)

____
(State)

New England.....................1 (6

Mid Atlantic....................2

East No. Central................3

West No. Central................4

South Atlantic..................5

East So. Central................6

West So. Central................7

Mountain........................8

Pacific.........................9

A. Do you live within a city, in a suburb, or in an isolated area?

Suburb: Less than 20 miles from city

Isolated: 20 or more miles from city

Within a city...................1 (65

In a suburb.....................2

In an isolated area.............3

---

20. Approximately, what percentage of the people in your immediate neighborhood is black? (Within a 5 square block area)

1-9%............................1 (66

10-24%..........................2

25-49%..........................3

50% or more.....................4

None............................5

Don't know......................6

21. How frequently during the past year did you have informal (non-business) contacts with whites as ... (READ A-E)

	None 1	Once or twice per year 2	3-4 times per year 3	5-12 times per yr. 4	More than 12 times per year 5	
A. Casual neighborhood	0	1	2	3	4	(67)
B. Informal community affairs (sport events)	0	1	2	3	4	(68)
C. Social - personal	0	1	2	3	4	(69)
D. Formal community work (street clubs, tenant organizations, etc.)	0	1	2	3	4	(70)
E. Political activity	0	1	2	3	4	(71)

22. A. During the past year, have you ever entertained whites in your home?

Yes (ASK 1)........................1 (72)

No.................................2

IF YES:

1. How often did you entertain? ... (READ CATEGORIES)

Once or twice per year............1 (73)

3-4 times per year................2

5-12 times per year...............3

More than 12 times per year......4

B. During the past year, have you ever been entertained by whites in their home?

Yes (ASK 1).............................1 (7

No......................................2

IF YES:

1 How often were you entertained? Was it...(READ CATEGORIES)

Once or twice per year..................1 (7

3-4 times per year......................2

5-12 times per year.....................3

More than 12 times per year.............4

23. As a result of your non-business and informal association with whites, would you say these associations have been friendly, moderately friendly, neutral, generally unfriendly or hostile?

Friendly................................1 (7

Moderately friendly.....................2

Neutral.................................3

Generally unfriendly....................4

Hostile.................................5

24. Let's talk about your first job with an industrial company. During your first job with an industrial company, how often did you receive a formal written appraisal of your work performance from the person to whom you reported directly? Was it at least twice a year, once a year or none?

At least twice a year...................1 (7

Once a year.............................2

None received...........................3

BEGIN DECK 4

25. How often did you receive an informal review and appraisal of your work performance from the person to whom you reported directly? Was it monthly or more often, quarterly, at least twice a year, once a year or none?

Monthly or more often...........	1	(7)
Quarterly........................	2	
At least twice a year...........	3	
Once a year......................	4	
None received....................	5	

---

26. Did you feel that these appraisals were objective?

Yes (SKIP TO Q. 27)..............	1	(8)
No (ASK A).......................	2	

IF NO:

A. On what points would you dispute these appraisals:

1. Based upon factors that differed from those emphasized in training, orientation, or specific position responsibilities..1 (9)
2. Emphasis placed upon volume rather than quality of work performance...2
3. Not really told exactly how I was doing because of race; appraisals were not really a critical evaluation.......3
4. Too vague; not really clear as to what improvement was needed and how it might be achieved.....................4
5. Based upon personal and subjective factors, rather than objective data in actual work performance..............5
6. None of the above...(SPECIFY)..........................6

---

27. A. How would you characterize your working relationship with your immediate white co-workers in this company? READ CATEGORIES

Excellent................................1 (10)

Above average............................2

Average..................................3

Poor.....................................4

B. How would you characterize your working relationship with managers (persons to whom you reported directly?)
READ CATEGORIES

Excellent................................1 (11)

Above average............................2

Average..................................3

Poor.....................................4

C. How would you characterize your working relationship with subordinates? READ CATEGORIES

Excellent................................1 (12)

Above average............................2

Average..................................3

Poor.....................................4

Not applicable...........................5

---

28. What did you like about this position? (Check as many as may apply.)

Challenging work responsibilities and assignments..............................1 (13)

Independence.............................2

Opportunity to increase knowledge (exposure to operations)................3

Work was interesting.....................4

Opportunity for public contacts..........5

Excellent training.......................6

Congenial, co-operative relationships with co-workers.........................7

Q. 28 (CONTINUED)

Pleasant physical work environment........8

Liked nothing in particular about position....................................9

Other (SPECIFY..............................0

---

9. What did you not like about this position? (Check as many as may apply.)

Little opportunity for career growth and advancement (dead-end situation)..........1 (14)

Low compensation..............................2

Travel requirements...........................3

Repetitive nature of some tasks...........4

Clerical aspects of job......................5

Physical work environment was not pleasant.................................6

No real interest in the type of assignments given.......................................7

Attitude of management was negative (biased, indifferent, repressive..........8

Abilities not fully utilized.............9

No particular dislikes.................0

Other (SPECIFY)..............................X

---

30. Were you changed to another position in that company?

Yes (ASK A-C)..................................1 (15)

No (SKIP TO Q. 31)...........................2

IF YES:

A. How long were you in your first job with the company prior to this change?

_____/_____ (16-17)

B. Did this change involve a title change and/or an increase in total compensation?

Yes.......................................1 (18)

No..2

(No. 30 CONTINUED)

C. Was this a lateral move or a vertical move?

Lateral......................1 (19

Vertical......................2

---

31. Thinking of your experiences with this company, how would you describ your relationships with co-workers, subordinates, and managers? Woul you say (READ CATEGORIES)

A. Co-workers

Friendly......................1 (2
Moderately friendly...........2
Neutral.......................3
Generally unfriendly..........4
Hostile.......................5

B. Subordinates

Friendly......................1 (2
Moderately friendly...........2
Neutral.......................3
Generally unfriendly..........4
Hostile.......................5

C. Managers

Friendly......................1 (
Moderately friendly...........2
Neutral.......................3
Generally unfriendly..........4
Hostile.......................5

Now I'd like to ask you some questions about your most recent job.

32. What key factors led you to accept employment with this company? (Check as many as may apply).

Opportunity for career growth and advancement..1 (

Reputation of company.............................2

Opportunity to learn more (expand experience)..............................3

Challenging position offered with increased responsibility..............................4

Compensation was better..............................5

Benefits were better..............................6

Chance to relocate to desired city.....................7

Impressed by people with whom I interviewed............8
Other (SPECIFY)..............................9

33. What do you do in your job?

1. Position, etc. - code as follows:

a. Level: Technical Specialist...............1 (24)
Manages workers....................2
Manages managers...................3

b. Line....................................1 (25)
Staff...................................2

c. Functional Responsibilities

Ownership/Directorate..............1 (26)
General Management.................2
Finance............................3
Manufacturing......................4
Marketing..........................5
Management Accounting..............6
Research...........................7
Development........................8
Services...........................9
Analysis...........................0
Other (explain) ____________________

---

34. What type of additional training did you receive for your present position through the company? Was it ....(READ CATEGORIES)

Specialized (Formal)...................1 (27)

On the job......................... ...2

None...................................3

---

35. How many people are in your department (the functional area to which you are assigned)?

___/___ (28-29)

A. How many of these people are Black?

___/___

0.............0
1-2...........1
3-4...........2
5-6...........3
7-8...........4

9-10..........5 (30)
11-12.........6
13-14.........7
15+...........8

36A. How would you characterize your working relationship with your immediate co-workers who are black? Would you say...READ CATEGORI

Excellent.................1 (31

Above average............2

Average..................3

Poor......................4

Not applicable...........5

B. How would you characterize your working relationship with your immediate co-workers who are white?

Excellent.................1 (32

Above average............2

Average..................3

Poor......................4

Not applicable...........5

37. How would you characterize your working relationship with the person to whom you report directly? Would you say...READ CATEGORIES

Excellent.................1 (33

Above average............2

Average..................3

Poor......................4

38A. How would you characterize your working relationship with your immeidate subordinates who are black? Would you say....READ CATEGORIES

Excellent.................1 (34

Above average............2

Average..................3

Poor......................4

Not applicable...........5

B. How would you characterize your working relationship with your immediate subordinates who are white?

Excellent.................1 (35)

Above average............2

Average..................3

Poor

39. What problem, if any, have arisen that you feel may be related to your being black?

A. First, with subordinates?

Not applicable....................1 (36)

None..............................2

Lack of co-operation..........3

Some resentment...............4

Overly friendly and not genuine.......................5

Some hostility................6

Other (SPECIFY)...............7

B. With co-workers?

None..............................1 (37)

Lack of co-operation..........2

Some resentment...............3

Overly friendly and not genuine.......................4

Some hostility................5

Made to feel isolated.........6

Other (SPECIFY)...............7

C. With the person to whom you directly report?

None..............................1 (38)

Very little interest in my work, career growth, and development.................2

Overly friendly and not genuine.......................3

Made to feel isolated (not really helpful).............4

Some hostility................5

Other (SPECIFY)...............6

---

40. Are you satisfied with the sequence of positions to which you have been assigned to date?

Yes...............................1 (39)
No................................2
Uncertain (or not sure).......3
Not applicable................4

41. Do you feel that you, as a black professional have an equal opportunity with whites in this company? Please explain.

Yes...........................1 (

No............................2

Uncertain (or not sure).......3

---

42. A. What position do you feel that you would like to have 2-3 years from today if you remain with this company?

B. What position do you feel that you will have 2-3 years from today if you remain with this company?

C. Do you feel that your aspirations can be achieved in this company? Please explain.

Yes...........................1 (

No............................2

Don't know....................3

---

43. A. Do you feel that you have progressed more than, equal to, or less than whites in your department with:

	More than	Equal to	Less than	
1. similar education?	1	2	3	(
2. similar ability?	1	2	3	(
3. similar experience?	1	2	3	(

B. Do you feel that you are more qualified, as well qualified, or less qualified than whites in your immediate department by:

	More qualified	As well	Less qualified	
1. education?	1	2	3	(
2. ability?	1	2	3	(
3. experience?	1	2	3	(

44. Do you feel that you have been given work that is challenging and that carries responsibilities equal to your ability?

Yes............................1 (48)
No.............................2
Sometimes......................3
Not sure.......................4

45. Do you know of other blacks in the company whom you feel have been given work that is challenging and that carries responsibilities equal to their abilities?

Yes..........................1 (49)
No...........................2
Don't know (Not sure)........3

46. Do you plan to remain with this company?

Yes..........................1 (50)
No...........................2
Uncertain....................3

A. Could you explain why?

47. If you left this company, in what kind of employment do you think you would be interested?

Self employment...............1 (51)
Another company...............2
Work with government (federal state or municipal).........3
A private organization in community development or services....................4
Other (SPECIFY)...............5

48. A. Does this company have a clearly stated equal employment opportunity policy?

Yes...........................1 (52

No............................2

Don't know....................3

B. Does this company have an affirmative action program to assure equal opportunity?

Yes...........................1 (53

No............................2

Don't know....................3

C. Do you think that these policies or programs are effective?

Yes...........................1 (54

No............................2

Don't know....................3

---

49. What recommendations would you make to the top management of this company regarding the implementation of equal employment opportunity policies and programs?

---

50. What do you feel that you as a black professional can do to expand equal employment opportunity for minorities in your company?

. How would you characterize your present attitude about equal employment opportunity for Black professionals in industry in general?

Optimistic......................1 (55)

Somewhat optimistic.............2

Neutral.........................3

Somewhat pessimistic............4

Pessimistic.....................5

. How many times have you had to relocate your home due to job changes?

/
(56-57)

None (SKIP TO Q. 54 IF APPLICABLE;
IF NOT, SKIP TO Q. 58)...........1

---

3. Did you encounter any particular problems in relocation that you think were related directly to your being black?

Yes (ASK A-C....................1 (58)

No (SKIP TO Q. 54 IF APPLICABLE;
IF NOT, SKIP TO Q. 58........... 2

IF YES:

A. What kinds of problems did you experience?

B. Did you ask for any assistance from your company to resolve any problems in relocation?

Yes.............................1 (59)

No..............................2

C. Did you receive any assistance from your company to resolve any problems in relocation?

Yes.............................1 (60)

No..............................2

POST INDUSTRIAL EXPERIENCE, IF APPLICABLE:

54. Why did you leave your position in industry?

55. What are your present duties?

56. Do you find your present position personally more rewarding than your position in industry? Please explain.

Yes (ASK A)....................1		(61)
No (ASK A)......................2		

---

57. What are your future career plans? Do you.....READ CATEGORIES

Plan to remain in present field..........................1		(62)
Plan to return to a company in industry....................2		
Plan to start own business.....3		
Other (SPECIFY)................4		

58. Is there anything else relative to your work in industry that will give us a more complete picture of your feelings, attitudes and experiences?

RECRUITING MANAGEMENT CONSULTANTS, INC.
NEW YORK • ATLANTA
51 EAST 42nd STREET, NEW YORK, N.Y. 10017
(212) 697-7331

Exhibit 5

Recruiting Management Consultants, Inc. has received a grant from the Department of Labor to conduct a study of "Black Male Professionals In Industry." We will be interviewing 500 black male professionals in ten major cities to ascertain their backgrounds, experiences, and attitudes toward their career development.

The second phase of our research study is to interview approximately 100 managers, co-workers, and subordinates of these black professionals to ascertain their views on equal employment opportunity, and their personal evaluations of the blacks whom they supervise, and with whom they work. The purpose of this phase of the study is to evaluate the success of black male professionals in industry and to determine what factors appear to be correlated with the successful integration of black male professionals in American industry.

We would appreciate the opportunity of meeting with you for approximately 30 minutes to assist us in our research since you have managerial experience with black male professionals. It has come to our attention that you have had some success in managing black professionals, and that you have some meaningful information that will be helpful to us and to other corporations.

These interviews will be personally conducted by Dr. Edward J. Keyes, who has substantial expertise in organizational and manpower development. Biographical data on Dr. Keyes has been enclosed for your further information. We have also enclosed information on our company so that you may know our experience and the areas in which we consult with major corporations.

Your participation will be extremely beneficial to us and to the cause of assisting corporations in more effectively developing equal employment opportunity programs. Our study will be published in a monograph and widely distributed to those in industry, government, and education who are concerned about problems of employment opportunity at the professional level.

We shall contact you shortly to discuss the project further and to ascertain your willingness to co-operate with us on this research project.

Sincerely,

CHARLES L. FIELDS
President

CLF/es
Enclosures

Exhibit 6

Project - "A Study of Black Male
Professionals In Industry"

Interview Outline - "Attitudes of White Supervisors,
Co-workers and Subordinates
Toward BLACK Professionals"

Company________________________

Date________________________

Code___/ / / / / / / _______ (1-6)

BEGIN DECK 1

I. Association with blacks prior to the present working relationship

A. Community(s) through age 19

1. Where did you live from your 6th to your 19th birthday? ENTER IN COLUMN 1.

2. In each of the places that you have named, your home was which one of the following:

Farm or ranch....................................1

In the country / not on a farm or ranch.........2

In a town or small city (under 25,000)..........3

In the suburb of a large city...................4

In a city of 25,000 - 99,000....................5

In a city of 100,000 - 500,000..................6

In a city of more than 500,000..................7

ONLY ENTER CODES IN COLUMN 2.

3. In each of these places, approximately what percentage of blacks lived in your immediate neighborhood? (Within a 5 square block area)
ENTER IN COLUMN 3.

4. How many black friends did you have in each of these places?
ENTER IN COLUMN 4.

---

5. How often did your family employ blacks as domestics? (35)

Never...1

Less than once per month........................2

Once per month..................................3

More than once per month,
but less than once per week.....................4

Once per week...................................5

More than once per week,
but less than 5 days per week...................6

The working week (5 days or more)...............7
    a. Live-In
    b. Live-Out

*Questions 1-4 for interviewer to complete.

Q. 1	Q. 2		Q. 3						Q. 4				
			% Blacks In Neighborhood						No. of Black Friends				
City, State	Size	*Region	Don't Know	None	1-9	10-24	[illegible]	[illegible]	None	1-2	3-5	6+	
6-12													
1.			0	1	2	[illegible]	[illegible]	[illegible]	0	1	2	3	(7-10)
2.			0	1	2	3	[illegible]	5	[illegible]	1	2	3	(11-14)
3.			0	1	2	3	[illegible]	5	0	1	2	3	(15-18)
13-19													
4.			0	1	2	3	4	5	0	1	2	3	(19-22)
5.			0	1	2	3	[illegible]	5	0	1	2	3	(23-26)
6.			0	1	2	3	[illegible]	[illegible]	0	1	2	3	(27-30)
7.			0	1	2	3	4.	5	0	1	2	3	(31-34)

B. Education

6. What was the approximate percentage of blacks in each school in each of your various educational levels? Please stop at the highest level that you attended.

Elementary

	Don't Know	None	1-9%	10-24%	25-49%	50%+	
a. 1	0	1	2	3	4	5	(36)
a. 2	0	1	2	3	4	5	(37)
a. 3	0	1	2	3	4	5	(38)
a. 4	0	1	2	3	4	5	(39)

High School

	Don't Know	None	1-9%	10-24%	25-49%	50%+	
b. 1	0	1	2	3	4	5	(40)
b. 2	0	1	2	3	4	5	(41)
b. 3	0	1	2	3	4	5	(42)
b. 4	0	1	2	3	4	5	(43)

College

	Don't Know	None	1-9%	10-24%	25-49%	50%+	
c. 1	0	1	2	3	4	5	(44)
c. 2	0	1	2	3	4	5	(45)
c. 3	0	1	2	3	4	5	(46)
c. 4	0	1	2	3	4	5	(47)

Graduate School

	Don't Know	None	1-9%	10-24%	25-49%	50%+	
d. 1	0	1	2	3	4	5	(48)
d. 2	0	1	2	3	4	5	(49)
d. 3	0	1	2	3	4	5	(50)
d. 4	0	1	2	3	4	5	(51)

C. Summary of early attitudes

7 (a). How would you describe the degree of your interactions with blacks during your first eighteen years?

Frequent..........................1 (52)
Moderately frequent...............2
Infrequent........................3

7 (b). Thinking of your experiences with blacks during your first eighteen years, which one of the following statements most closely describes your experiences?

Friendly..........................1 (53)
Moderately friendly...............2
Neutral...........................3
Generally unfriendly..............4
Hostile...........................5

D. Association with blacks in work situations prior to the present work relations

8. In your previous places of employment, please estimate the number and percentage of blacks with whom you worked directly as co-workers (all of the people within your department) Omit minor (less than 4 hours per week) or very short-term jobs (less than 2 months).

	Company, Business, Organization or Individual	Don't Know	Number	Percentages				
				1-9%	10-24%	25-49%	50%+	
Part-time or summer	1.							(
	2.							(
	3.							(
	4.							(
Full-time prior to now	1.							(
	2.							(
	3.							(
	4.							(

E. Military Experience

9. Have you ever served in the United States Armed Forces?

Yes..1 (62)

No (SKIP TO Q. 13)........................2

---

10. Approximately, what percentage of blacks were in your command unit (the unit to which you were assigned) at various stages?

	None	1-9%	10-24%	25-49%	50%+	
A. Basic Training	0	1	2	3	4	(63)
B. Advance Training	0	1	2	3	4	(64)
C. O.C.S.	0	1	2	3	4	(65)
D. Principal Duty	0	1	2	3	4	(66)

---

11. What was your rank in the Armed Forces at the time of separation from active duty?

Enlisted...................................1 (67)

NCO (Sp4 and above)......................2

Commissioned Officer.....................3

---

12. In your command unit(s) (the unit to which you were assigned after basic training), what types of duty did blacks have assigned to them more often than whites?

Labor (unskilled work)....................1 (68)

Personal Service (mess attendant, officer's cook, etc.)...................2

Regular (duty other than labor, personal service, skilled, or command)...........................3

Skilled (technical)......................4

Command (A commissioned officer or high ranking NCO)...................5

13. Where do you presently live ASK A)

Region:

______________ City

New England 1 (69

Middle Atlantic..........2

______________ State

East North Central.......3

West North Central.......4

South Atlantic...........5

East South Central.......6

West South Central.......7

Mountain.................8

Pacific..................9

A. Is this ... (READ CATEGORIES)

Within the City..........1 (70

In a suburb (within
20 miles of city)........2

In an isolated area
(more than 20 miles
from city)...............3

---

14. Approximately what percentage of the people in your immediate neighborhood is black (within a 5 square block area)?

Don't know...............1 (71

None.....................2

1-9%.....................3

10-24%...................4

25-49%...................5

50%+.....................6

15. How frequently during the past year did you have informal (non-business) contacts with blacks as (READ A-D):

	A. Casual neighborhood	B. Informal community affairs (sport events etc.)	C. Formal Community work (street clubs, tenant organizations, etc.)	D. Political activity	
None	1	2	3	4	(72)
Once or twice per year	1	2	3	4	(73)
3-4 times per year	1	2	3	4	(74)
5-12 times per year	1	2	3	4	(75)
More than 12 times per year	1	2	3	4	(76)

1/80

BEGIN DECK 2

16. During the past year have you entertained blacks in your home?

Yes(ASK A)....................1
No............................2

IF YES, ASK A

A. How often?

Once or twice per year........1

3-4 times per year............2

5-12 times per year...........3

More than 12 times per year...4

---

17. During the past year have you been entertained by blacks in their homes?

Yes (ASK A)...................1

No............................2

IF YES, ASK A

A. How often?

Once or twice per year........1

3-4 times per year............2

5-12 times per year...........3

More than 12 times per year...4

---

18. As a result of your non-business and informal association wi blacks, which one of the following statements most closely describes the nature of these associations. Would you say ...(READ CATEGORIES)

Friendly......................1

Moderately friendly...........2

Neutral.......................3

Generally unfriendly..........4

Hostile.......................5

III. Present Work Environment

A. Formal Relationship

19. What is your current organizational relationship to Mr. ______________________________? (12)

Superior......................1

Associate.....................2

Subordinate...................3

---

20. How long has this relationship existed?

___/___
(13-14)

B. Responsibilities

21. What is the basic responsibility of your department? Please specify (15)

Ownership/Directorate.........1

General Management............2

Finance.......................3

Manufacturing.................4

Marketing.....................5

Management Accounting.........6

Research......................7

Development...................8

Services......................9

Analysis......................0

Other (please explain)________________

---

22. How many people are in your department (the functional area to which you are assigned)?

___/___
16-17

23. How many of these people are black?

____
(18-19)

(Ask questions 24-26 of superiors only)

24. What are Mr. ________________'s specific duties and reponsibilities?

____

____

____

a. Line....................................1 (2
Staff...................................2

b. Level:

Technical Specialist..........1 (2

Manages workers...............2

Manages managers..............3

C. Functional Responsibilities

Ownership/Directorate.........1

General Management............2

Finance.......................3

Manufacturing.................4

Marketing.....................5

Management Accounting.........6

Research......................7

Development...................8

Services......................9

Analysis......................0

Other (explain)________________

25. How was Mr. __________________ recruited for his position? (23)

Promotion from within........................1

Newspaper advertisement......................2

Agency referral..............................3

Specific search of a recruiting firm.........4

Self-referral................................5

Do not know..................................6

Other (explain)__________________________ ...7

---

26. At the time that he was appointed, how well did Mr. __________________ meet the selection standards for the job? (24)

Exceeded the qualifications..................1

Met the qualifications.......................2

Did not meet all of the qualifications.......3

Do not know..................................4

27. What is your evaluation of Mr. ________________ in the following ten (10 areas, according to the following rating scale):

Rating Scale

I/B - Inadequate basis for judgment
Poor
Fair
Good
Excellent
N/A - Not applicable for this job

Personal Effectiveness	I/B	Poor	Fair	Good	Excellent	N/
1. Personal impact (appearance, mannerisms, voice, grooming, social skills, etc.)	1	2	3	4	5	6
2. Maturity	1	2	3	4	5	6
3. Stability	1	2	3	4	5	6
4. Self-sufficiency (ability to function effectively with a minimum of direction; initiative, resourcefulness)	1	2	3	4	5	6
5. Communication skill	1	2	3	4	5	

Intellectual Effectiveness	I/B	Poor	Fair	Good	Excellent	N/A	
6. Ability to learn	1	2	3	4	5	6	(30)
7. Problem-solving ability	1	2	3	4	5	6	(31)
8. Practicability of judgment	1	2	3	4	5	6	(32)
Achievement Level							
9. Expertness in his special field	1	2	3	4	5	6	(33)
10. Evidence of success in his career to date	1	2	3	4	5	6	(34)

(a) What is your overall evaluation of Mr. ____________'s performance on the job?

	I/B	Poor	Fair	Good	Excellent	N/A	
	1	2	3	4	5	6	(35)

28. Assuming an appropriate opportunity were available, what is your opinion of Mr. ____________'s potential for advancement in your company?

Almost sure to advance............1 (36)

May advance.......................2

Will probably stay in this job.....3

Probably will be terminated........4

Don't know.........................5

D. Personal Interaction

29. How would you characterize your working relationship with Mr. ___________________________?

Excellent..........................1 (37)

Above average......................2

Average............................3

Poor...............................4

30. How frequently do you see Mr. _______________socially?

Never..............................1 (38)

Once or twice per year.............2

3-4 times per year.................3

5-12 times per year................4

More than 12 times per year........5

E. Equal Employment Opportunity Policies Programs

31. (a) Does your company have a clearly stated equal employment opportunity policy?

Yes............1 (39)
No.............2
Don't know.....3

(b) Does your company have an affirmative action program to assure equal employment opportunity?

Yes............1 (40)
No.............2
Don't know.....3

(c) Do you think that these policies or programs are effective in your company?

Yes............1 (41)
No.............2
Don't know.....3

32. (a) Do you have any recommendations regarding the equal employment opportunity policies and programs in your company?

Yes............1 (42)
No.............2
Don't know.....3

(b) What recommendations would you make to the top management of your company regarding the implementation of equal employment opportunity policies and programs?

F. Personal Attitudes

33. (a) Do you feel that any problems exist that may prevent equal employment opportunity for blacks?

Yes............1 (43)
No.............2

(b) What problems relating to racial issues do you feel may prevent full equality of opportunity for blacks in business and industry?

34. Other than Mr. ____________________________, approximately how many black professionals have you worked closely with in your department during the last five years.

A.	As a subordinate?	__/__	(44-45)
B.	As a co-worker?	__/__	(46-47)
C.	As a supervisor or manager?	__/__	(48-49)
D.	Don't know	__/__	(50-51)

35. Based upon your experience with Mr. ____________________________ and other blacks in the business world during the past five years, have there been any significant changes in your attitude about blacks?

Not sure or don't know.............	1	(52)
Attitude is the same...............	2	
Attitude is more favorable.........	3	
Attitude is less favorable.........	4	

2/80

Exhibit 7

RATIO OF BLACKS EMPLOYED IN MANAGERIAL AND PROFESSIONAL POSITIONS FOR TWENTY-ONE INDUSTRIES

(1966-1969)

INDUSTRY GROUP	OFFICIALS & MANAGERS		PROFESSIONALS	
	Number	Percent*	Number	Percent*
1. Aerospace (1966)	294	0.4	1,435	0.8
2. Automobile (1966)	903	1.2	301	0.6
3. Banking (1966)	343	0.4	83	0.8
4. Bituminous Coal (1968)[1]	-	-	-	-
5. Chemical (1966)	432	0.4	687	0.8
6. Drug Manufacturing (1968)	92	0.6	328	2.0
7. Hotel (1967)[2]	78	6.2	-	-
8. Insurance (1966)	1,346	1.5	401	0.5
9. Lumber (1966)	18	0.9	22	1.3
10. Meat (1968)	98	1.2	11	0.6
11. Paper (1968)	27	0.42	2	0.14
12. Petroleum (1966)	71	0.2	260	0.6
13. Public Utilities (1968)	1,096	0.78	551	0.65
14. Railroad (1969)	150	0.5	38	0.5
15. Rubber Products (1966)	356	1.2	161	1.2
16. Shipbuilding (1969)	277	3.3	90	1.2
17. Steel (1966)	371	1.0	23	0.2

(continued)

INDUSTRY GROUP	OFFICIALS & MANAGERS		PROFESSIONALS	
	Number	Percent*	Number	Percent*
18. Textiles (1968)[4]	28	0.20	7	0.29
19. Tobacco (1968)[3]	91	1.9	13	0.88
20. Trucking (1968)[2]	13	0.1	-	-
21. Urban Transit (1966)	101	1.8	14	2.5
Total	6,185		4,427	

1- Blacks almost non-existent in white collar and managerial positions.

2- Blacks classified in management.

3- Data based upon six major companies in industry.

4- Data based upon Southern region companies only.

* Percent is the ratio of Blacks to total number of employees in each occupational category.

Data drawn from The Racial Policies in American Industry series Nos. 1-21, Industry Research Unit, Department of Industry, Wharton School of Finance & Commerce, University of Pennsylvania, Philadelphia, Pennsylvania.